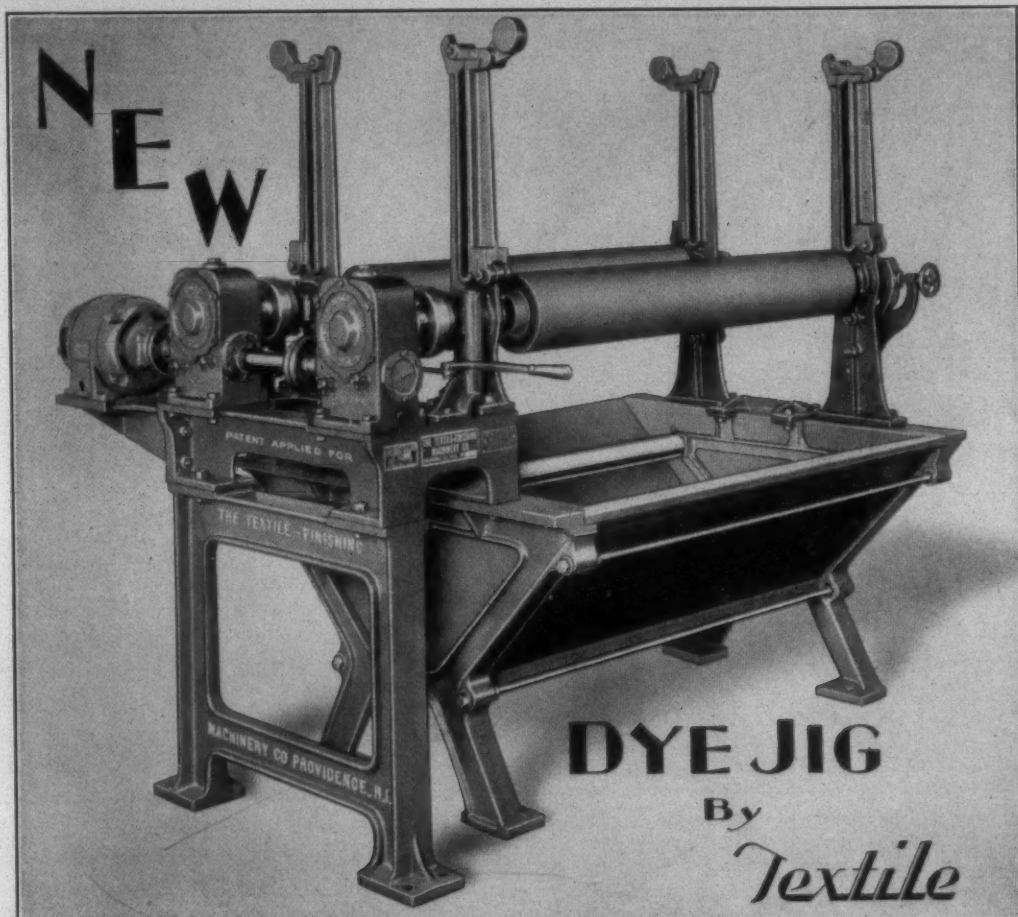


SOUTHERN TEXTILE BULLETIN

VOL. 42

CHARLOTTE, N. C., MAY 26, 1932

No. 13



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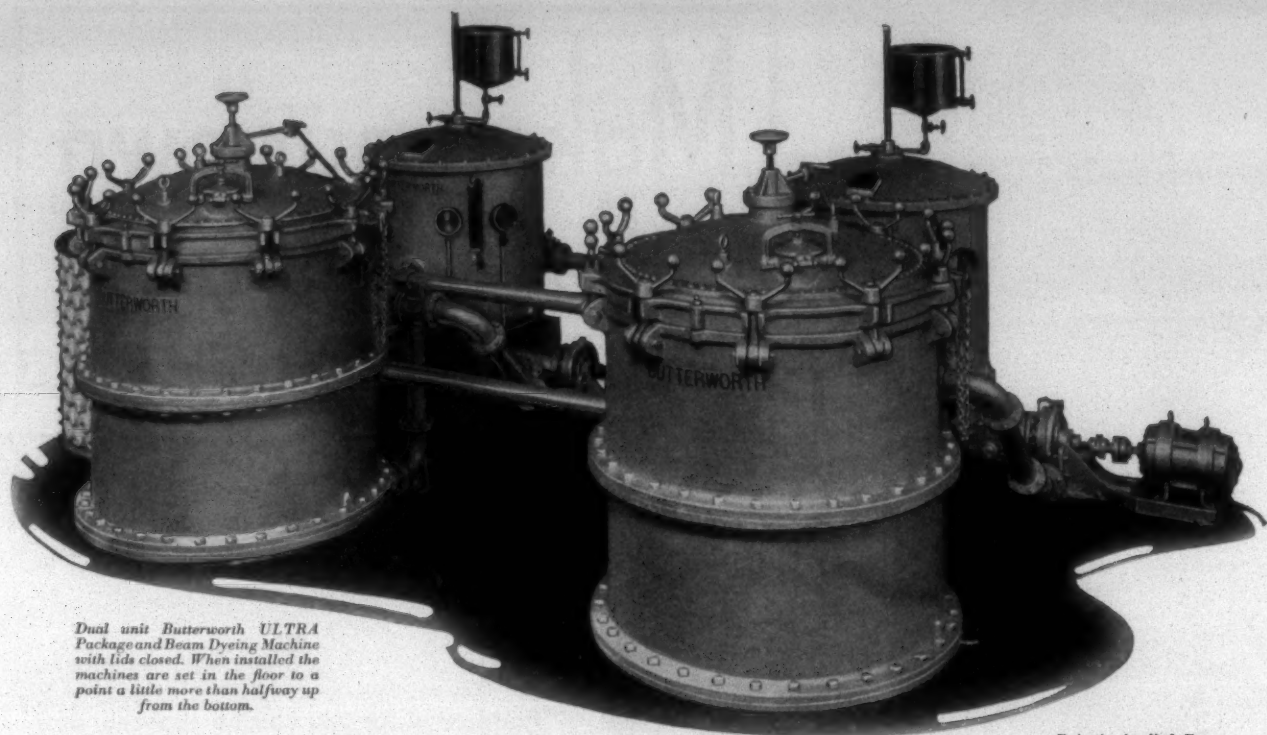
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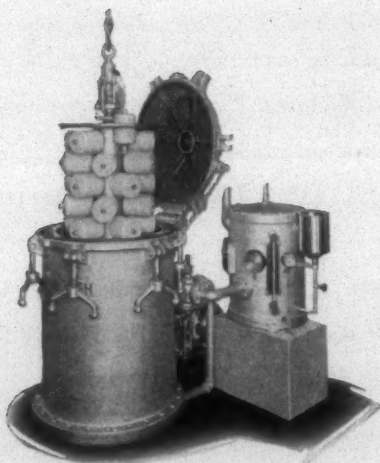


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SOUTHERN TEXTILE BULLETIN

Published Every Thursday by Clark Publishing Company, 18 West Fourth Street, Charlotte, N. C. Subscription \$2.00 Per Year in Advance. Entered as Second Class Mail Matter March 2, 1911, at Postoffice, Charlotte, N. C., Under Act of Congress, March 2, 1897

VOL. 42

CHARLOTTE, N. C., MAY 26, 1932

No. 13

Callaway Stresses Economic Importance of Cotton *

THE address of Cason J. Callaway, President of the American Cotton Manufacturers' Association, at the annual convention in Atlanta on May 20, was as follows:

At first I thought of beginning this recital of some notions many times repeated with the statement that none of it would probably be new to you. Then I remembered the story of the small town boy who, after making somewhat of a name for himself in the big city, went back to his old home for the first time in ten years. "Well," he said patronizingly to a former acquaintance met on the street, "the old burg has hardly changed a bit." "Oh," replied the other, "have you been away?" So I decided not to take it for granted that you know what I have said before, even on those occasions when you have had to be present. This makes it much easier for me, even if it is a little hard on those of you with inconveniently good memories. A certain great teacher is said to have stated the three rules of learning to be: First, Repetition; second, Repetition; and third, Repetition. Also Cato kept on saying in the Roman Senate, "Cathage must be destroyed," till at last the thing happened. I have no desire to destroy, but rather to construct; and if repetition, even to the point of monotony, can have a constructive influence upon the great industry we represent, then I am willing to be charged with such a comparatively minor offense.

LOW COTTON PRICES

In my opinion, there is no economic problem today, either in the South or in the nation as a whole, so important as that cotton should return to a price more in line with the cost of production. The beginnings of upturns in past depressions have been started with the upturn in commodity prices, and it is reasonable to assume that this will be the case with the present situation. Since the production, manufacture and distribution of cotton probably employs more people than any other industry in the United States, since cotton is at the lowest price it has reached in thirty years, and since, in comparison to the cost of living, it is probably cheaper than at any other time in our history, it is reasonable to assume that cotton should be the first commodity to make substantial gains. The vital thing that America, and particularly the South, can do toward increasing the price of cotton is to increase its consumption. No matter what is done toward improving conditions by control

of production or otherwise, the additional consumption of cotton is necessary, and, in my opinion, entirely practical. It is practical to use more cotton where cotton is now used; to use cotton as a substitute for other products; to find new uses for cotton where none has been used before.

The average price of cotton for the ten-year period 1921-22 crop to 1930-31 crop, inclusive, taking the price of middling spots cotton each day for these ten years and getting an average, was 19.31 cents per pound. During these ten years, the American cotton farmer, you know, did not make enough profit to do much on his mortgages. It took all the money that he received from this average price to allow him to buy his necessities, pay his taxes and have very little left for extravagances. This average price was not sufficient to make life too easy or to allow him to do his share of American spending.

For this same period, the average carry-over of American cotton was 5,326,400 bales. The carry-over for 1932 will be approximately 12,764,780 bales. This figure is arrived at by taking our carry-over of last July, 8,919,000 bales, adding to this the amount of American cotton raised the last crop, 16,595,780 bales and deducting an estimated 12,750,000 bales to be consumed this cotton year. This 12,764,780 bales carry-over is 7,438,380 bales greater than the average carry-over for the last ten years. This 7,438,380 bales additional carry-over will cost the American farmer next fall, hundreds of millions of dollars, and by depleted values of inventories of cotton goods and cotton products already in existence will cost the manufacturers, merchants and consumers of America, additional hundreds of millions of dollars, and this situation will continue until our statistical position is corrected. We know that this can be corrected in one of two ways: Planting less or using more, and unfortunately Congress seems to have been determined, through certain of its appropriations to encourage additional planting, rather than to restrict it.

FOREIGN COTTON CONSUMPTION

As far as foreign consumption is concerned, we over here can do very little about it, and since this seven and a half million bales extra surplus is causing, and will cause, until depleted, this drastic situation, it seems to me that every energy should be turned toward additional consumption in America to accomplish this necessity. America has consumed, for the last ten years, an average of 6,006,000 bales. If we could increase the American consumption next year 100 per cent, by this act alone,

*Address before Annual Meeting of American Cotton Manufacturers' Association, Atlanta, Ga., May 20-21.

we would largely pull ourselves out of this difficult situation. Whether this enormous task can be accomplished or not—should not we improve this condition by accomplishing as much of it as we can, and shouldn't our best interests be directed toward this endeavor?

PERCENTAGE OF COTTON USED

Cotton is already more generally used for more purposes than any other commodity known. There are, in fact, over 900 major uses for cotton. In spite of this, America uses a smaller percentage of her cotton crop than of any other agricultural product of any appreciable size. For the last ten years, the average percentage of the total growth of the following agricultural products consumed in America, was as follows:

| | % |
|--------------|-------|
| Wool | 99.55 |
| Corn | 28.26 |
| Oats | 98.11 |
| Wheat | 74.10 |
| Cotton | 45.07 |

Yet cotton probably means more to the United States, with the exception of food, than any other commodity. It is an aristocrat among textiles, and its versatility is remarkable. It can be spun and woven into cloth as fine as a spider's web, or into coarse fabric for automobile tires. It can be absolutely pre-shrunk to the extent that it will shrink no more in washing. It is moth proof—that is, it is not attacked by moths. It stands up better in the laundry than any other fiber. The Indanthrene dye which can be best used on cotton is the fastest dye in the world and cotton can be printed or dyed absolutely sun-fast and tub-fast with this dye. Tremendous progress has been made during the past few years in styling, printing and dyeing cotton goods, and in the variety and quality of merchandise produced by allied industries, such as rubber, hardware, athletics, etc., great advances have been made. If the people of the country can be made conscious of the unprecedented values which exist, they will realize that now is the time to take advantage of them. Everything that is done, therefore, to inform the buying public with reference to cotton and cotton goods will have the natural result of increasing its consumption, thereby aiding the cotton farmers, manufacturers and merchants; and through the proper advance in the price of the staple, greatly benefiting America as a whole.

MANUFACTURERS MUST INCREASE CONSUMPTION

A large share of the responsibility for the increased consumption must rest upon the manufacturers themselves. I know of no industry in which consumption has been materially increased over the last ten years, where the responsibility of this increase has not been taken by the manufacturers themselves, no matter what article is under consideration. If the use of cotton goods were comparatively new, we would all realize this necessity of studying the markets; of creating additional uses; of improving our product; of advertising our wares to the ultimate consumer. We would not have gotten into the rut of taking consumption for granted, and we would be doing more nearly our part toward gaining for our industry its rightful share of the consumer's dollar. It seems to me, therefore, that during this period, the manufacturers should see that all outlets where prices materially affect consumption, are given the most thorough and continuous attention. Every effort should be made to insure the making up of the volume lost from normal channels by depression through the extended use of cotton in the channels where price makes it so attractive, from an economical viewpoint. Greater economy can be

had from using rubber and fabric belts for power transmission, and improved production is also accomplished where the same care is used in selecting these belts as is commonly practiced in the selection of leather. At the present price it is cheaper for textile mills to use cotton wrapping than to use jute wrapping in shipping their products. Since, in addition, we employ our own cotton and our own labor, and produce a better looking package for our goods, this substitution of cotton for jute should be made universally and immediately.

NEED JUTE TARIFF

Our going into this subject thoroughly emphasizes to us the injustice to the American cotton farmer and to the American cotton manufacturer of not providing for them a fair protection in the tariff on jute. Certainly it does not seem right that the farmer should have to take 6 cents or less for his cotton to justify a manufacturer in using American cotton and American labor to spin this cotton. This seems doubly unfair when we take into consideration the burden that the American cotton producer is staggering under, since the general high tariff is causing foreign countries to retaliate by their restriction of the use of American cotton, as much as possible. It is conservatively estimated that proper tariff protection against jute and jute products would automatically create additional American consumption of over a million bales of cotton, with the added benefits all along the line arising from the manufacture of over 500,000,000 pounds of cotton.

The combined exports of all American products are only about 10 per cent of the total production, but in the case of cotton, the exports have averaged over the last fifteen years, around 60 per cent of the production. Furthermore, cotton has been the most valuable item in dollar volume of all exports. It is natural, therefore, that the bad features of the tariff are affecting American cotton and cotton goods more than any other American product and industry. So it would seem but simple justice to these interests, since cotton suffers the greatest loss from the bad features of the tariff that it should be given this reasonable benefit from the good features of the tariff.

The present bill places a tariff on Egyptian cotton as a protection to growers of long staple cotton, but, of course, affords no protection to the great majority of farmers who grow the average staples, as is clearly proven by the fact that America exports 60 per cent of this growth. As stated, jute is the import product which most seriously competes with our American cotton. The daily wage of an East India farm worker is 16 cents, and the average weekly wage of Bengal, India, mill workers is \$1.80. The ability of the farmers and manufacturers of India to flood this country with their products rests solely upon wage scales and standards of living with which no amount of American initiative, energy and skill can compete.

Of course, it was not intended that the present tariff should place such burdens upon the American cotton farmers and manufacturers, but these are the results. Now that they are confronted with the problems of using up the largest carry-over of cotton in history, the emergency is given added emphasis. If the great mass of our people could be awakened to what it would mean, directly and indirectly, to open up this new outlet for over a million bales of cotton, and to put thousands of workers on jobs making cotton yarns and cloths to replace this jute, I believe there would spring into action an irresistible demand for the simple justice of an adequate protective tariff on jute and jute products.

(Continued on Page 27)

The Marketing of Textiles*

BY MELVIN T. COPELAND

Of the Harvard School of Business Research.

I GREATLY appreciate the privilege of attending this convention. I am always happy to visit the Southland and this invitation came at a particularly opportune time. Last January we started a research job on Merchandising Organization and Methods in the Cotton Textile Industry. This work was made possible by a grant from the Textile Foundation of which one of your honored members, Mr. Cramer, is a trustee. It is directly sponsored by a committee made up of representatives of the various organizations in the industry, including your own. The subject for this research job was selected after a canvass had been made at the request of the Textile Foundation by a committee of the Association of Cotton Textile Merchants in New York. This canvass was followed by a careful consideration of the various projects and this one was selected as the most appropriate for an initial study.

STUDY OF MERCHANDISING

By merchandising we mean product planning and control. The study is not statistical in its nature. We believe that statistics are highly useful in their place, but it appears to some of us that the cotton manufacturing industry, as well as some other industries, already has more statistics than it is using effectively. So instead of undertaking the compilation of more figures, we are trying to find out just what the merchandising methods and organization are in a group of cotton textile companies representing different branches of the industry, including converters and other allied agencies. We are trying to find out how these companies are set up to handle the merchandising job; how they are operating; how they are utilizing the statistics and other information available; what the relation is of their merchandising job to other marketing activities. In addition to the cotton textile companies, furthermore, we also shall investigate the merchandising organizations and methods of several outstanding companies in other industries to present such of their experiences as may be of significance to the cotton textile industry.

The work on this research job is under way. My associate, Dr. Learned, who is carrying the real burden of this research, will be in the South in the very near future to visit with a number of you. I hope that this will serve as an adequate introduction for him.

Inasmuch as that research is still in process, it would be premature for me to attempt to state any of the results of the study at this time. What I have to say, therefore, represents merely my own personal views gathered from a variety of contacts with the cotton textile industry during the last twenty-five years and influenced by experiences with numerous companies in related and unrelated fields. These views are subject to modification, of course, after our present research work has been completed.

In undertaking to discuss with you some of the present-day problems in the marketing of cotton goods, I assume that it is not necessary for me to stop to commend the excellent work that is being done by the Cotton-Textile

Institute and by certain other agencies. I assume, further, that you do not wish me to spend your time in a discussion of matters in the industry that are well in hand, but rather that we should tackle a few of the troublesome problems. Certain of these topics are controversial, but I am sure that you will not say any harsher things about me than already have been said. I even had one business man call me immoral a couple of years ago because I suggested that he change one of his customary methods of doing business.

Cotton textiles include such a variety of products and go through so many trade channels that in this industry we encounter a large proportion of the marketing problems experienced by other industries. Perhaps the diversity and complexity of these problems may be one reason for the prolonged period of trouble through which the industry has been going. Obviously it would weary you if I were to attempt to discuss in detail a large number of specific problems, some applying to one case, others to another. I propose instead to indicate certain methods of attack on these problems, to suggest certain points of view, and to deal with some of the broad questions now confronting the industry.

INDUSTRIAL AND CONSUMER MARKETS

First, let us consider the make-up of the market. It is an axiom in marketing that any sound marketing program starts with the point of view of the consumers or users of the merchandise. If we take this as a starting point in looking at the marketing problems of the cotton textile industry, we find it necessary at once to recognize certain major differentiations in the market. The major distinction to be drawn is between the industrial market and the consumer market. The industrial market includes such items as filtering cloth for sugar refineries, tire fabrics, shoe linings and many others. Consumer goods include sheets, towels and other household goods, wearing apparel and other items of personal use. In view of the decline in home sewing, the market for cotton cloth for wearing purposes has been shifting from a consumer market to an industrial market—cutters up, and presents some particularly perplexing problems in the combination of industrial and consumer influences.

What is the practical significance of this distinction? In the first place, in the industrial market, many users buy in large quantities. This makes it possible for the manufacturer, if he choose, to study the need of his individual customers. To take an example from another industry, one paint manufacturer catering to the industrial market employs trained men to go into the plants of customers to determine by study the precise type of paint suited to the particular needs of each large customer. The same sort of procedure has been adopted by various other manufacturers of industrial products during the last ten years. It is a method of market approach rarely used by cotton manufacturers.

TWO SALES FORCES

Another reason for making this differentiation between the industrial market and the consumer market is that the experience of manufacture in other industries generally has proved it to be worth while, provided the volume of sales permits, to use one crew of salesmen for the

*Address before Annual Meeting of American Cotton Manufacturers' Association, Atlanta, Ga., May 20-21.

industrial market and another crew for selling to distributors who reach the consumer market. The difference in buying habits, service requirements, and merchandising needs between these two types of market call for specialization in selling. I judge that there is much that the textile manufacturers can learn from the experiences of companies in other industries in this matter of sales organization.

ADVERTISING

Take advertising, for another example. There is a place for advertising in the textile field, a greater place than it now holds, but the experience of companies elsewhere indicates that it is necessary to determine carefully the particular part of the entire sales job that the advertising is to perform. In the case of textiles there obviously are certain things which it is unreasonable to expect advertising to do. Consumers will judge the desirability of the design and feel of the fabric at the time of purchase and they are not likely to be swayed on these matters by advertising. On the other hand, there are certain qualities in cloth, such as its durability, the fastness of the colors when it is finished, and so on, which cannot be judged by the consumer at time of purchase and for which a reputation can be developed through advertising, provided the merchandise has the merits claimed for it. In other words, in order to be effective advertising has to be tied in closely with the company's production, merchandise and distribution methods. Properly applied advertising is a sales accelerator, but it cannot do the whole job of marketing, at least in the case of textiles, nor can it of itself correct basically unhealthy conditions. It is not to be attempted promiscuously but only as a part of a carefully developed, consistent business program.

These are examples of specific marketing problems, on any one of which it would easily be possible to make an elaborate speech. Instead of going into further detail on these special matters, however, I merely will take occasion here to point out that they show that modern marketing is much more than order-taking and much more than merely quoting low prices. The companies in this industry, and in other industries, which are on top of their marketing problems have developed carefully worked out plans in which the various sales activities are closely co-ordinated with each other and related to production.

FACTORS IN CONSUMER MARKET

To return briefly to some other aspects of the consumer market, some of the major problems there are those pertaining to the selection of channels of distribution and to merchandising. As I have stated, it would be premature for me to make any statement at this time regarding those aspects of merchandising that we have under investigation. I do wish, however, to call to your attention one aspect of merchandising that appears in many industries and is particularly common in this industry—namely, imitative merchandising in contrast to creative merchandising. In merchandising style goods there is inevitably a good deal of imitation. Fashion means imitation, but even there imitation often is carried to an unprofitable extent. During the last few years I have discussed the problem of style merchandising with numerous textile men, retailers and others, and all are agreed that there is a good deal of waste because of the failure to observe some fairly obvious principles. Each style runs in a cycle. It is first introduced and taken up by well-to-do consumers who make their purchases in a somewhat selected type of establishment. These are the style leaders and promoters. After the style has been

accepted it enters into the second stage of the cycle, when it is reproduced in cheaper fabrics and garments and sold in the mass retailing institutions. Presently it reaches a third stage where it is being offered in fabrics and garments of the cheapest quality. Every successful style carries with it the germ of its own destruction. This means that any company operating in style goods should time its exit from the market for a particular fabric before the style has gone too far. The failure to time the exit by observing the number of imitators down the line costs the industry millions of dollars every year. Creative merchandising in this case means the adaptation of the style to the particular stage of the market in which the producer is to operate and the regulation of his activities so as to enter and leave the market with a profit.

The economic and psychological problems involved in style merchandising present a major portion for this industry. I am sure that I know very little about many of them and I judge that the industry also has something to learn.

In non-style lines if a manufacturer brings out a product which meets with success, it is common practice for other manufacturers to seek to imitate it at once, perhaps shading the quality. The result is that prices are cut to a point where no one makes a profit. This is going on in other industries, as well as in this industry. In fact, it seems to me that this sort of imitative merchandising is one of the many reasons for such widespread existence of excess manufacturing capacity. The frequency with which this imitative merchandising occurs reflects a lack of imagination. In fact, it is not the imitation itself but the lack of creative ability of which it is evidence that seems to me to be particularly serious.

CREATIVE MERCHANDISING

By way of contrast with this imitative process, let us take examples from certain other industries. When the Dupont Company brought out Duco paint and Cellophane for wrapping, or any one of numerous other products, it was doing a creative merchandising job. The Eastman Kodak Company also has done a creative merchandising job. Such companies as these, in offering new products which better serve the needs of consumers, are benefiting both themselves and their customers. In most industries there is a big opportunity for creative merchandising, not necessarily spectacular but nevertheless improvements that will appeal to broader markets and aid in the general stabilization and development of industry. The Cotton-Textile Institute has done noteworthy work in developing new uses but its work cannot reach its full potentialities unless a large portion of the mills have a creative attitude toward their merchandising problems.

This sort of creative merchandising that I have just referred to in connection with consumer goods is analogous to some of the suggestions that I made earlier with reference to constructive work in market development for industrial products.

As I have pointed out already, modern marketing involves a nice balancing of production, merchandising and financial factors, and it is, in fact, practically suicidal nowadays to attempt to run a business without having a well developed marketing plan which is closely co-ordinated with the mill operations.

TROUBLES IN COTTON INDUSTRY

With your permission I should like to turn now to a consideration of some of the broad problems with which the industry is faced. I suggest that we start with a statement to which I believe that you all will agree: The cotton textile industry has some real troubles. These

troubles are partly of your own making and partly the result of influences and conditions outside the industry, to which the industry has found it difficult to adjust itself. Under these circumstances the major question in the minds of most of us, I presume, is what will pull the industry out of its present predicament and keep it out.

There is no easy, simple remedy. The industry will benefit, of course, from an improvement in general business conditions. This industry, nevertheless, was not in a healthy condition prior to October, 1929, and we cannot be sure that a recovery in general business conditions is sufficient to rehabilitate the cotton textile business. We have a situation in this industry of the manufacturers producing and selling large quantities of cloth during the last six or seven years, but in many cases without profit.

MEETING THE MARKET SITUATION

Your trouble prior to October, 1929, was not primarily a falling off in demand but the inability of the mills to adjust themselves to the market situation. Who was to blame for this? It seems to me that obviously it was the industry itself. We cannot blame the anti-trust laws. Even without the anti-trust laws it would have taken a good deal more than mere agreements on price, for example, to put the business in a healthy state. Furthermore, if the executives of the companies in this industry had had an understanding of their problems and a desire to cure the ills of the industry, they could have done it about as readily without the anti-trust laws as with them.

Here is an industry, then, which has been more or less depressed for eight years or thereabouts, a major basic industry that has not been in good health. In other industries there have been fads and styles in business remedies, such as mergers, co-operative advertising, booster campaigns, and so on, but I do not believe that the problems of this industry could have been solved by such methods and I am offering nothing of the sort today. If an industry has to face major shifts in its market, unsound price competition, and all that sort of thing, it cannot cure its difficulties except by dealing directly with the causes of the trouble. The sort of programs to which I have just referred usually have been superficial and sometimes have involved a postponement of an attack upon an industry's real difficulties. Some mergers, for example, have merely made matters worse. I occasionally have remarked that it is impossible to make a sound team out of two lame mules.

In discussing their problems with individual business men in other industries who have been seeking some simple sure—all for basic troubles, I frequently have had occasion to tell them that no one can pull a trick out of the bag to save them the arduous labor of reconstruction, and I shall attempt no sleight-of-hand performance here today. This means that most of what I have to say is "old stuff."

NEW VIEWPOINT NEEDED

Conditions in marketing have been undergoing especially noteworthy changes during the last fifteen years and this fact necessitates uncomfortable modifications of some of our established practices. It is only natural that we should resist change. That is human nature. In fact, I frequently have told my business friends that the hardest, single task that I encounter in dealing with business problems is to induce business executives to take a new point of view. This is fully as true in the textile industry as in any other, and one of the reasons why certain conditions in this industry have become so unsatisfactory is because of the widespread adherence to antiquated points of view by so many men in the business. This is true of the mill men, who cling so tenaciously to tradi-

tional practices. It also is true of many of the selling offices; in fact Worth Street, New York City, has been one of the greatest strongholds of tradition that I have ever been permitted humbly to enter. Indeed, until very recently it has required a great deal of courage to brave the scornful disdain of Worth Street in attempting to suggest any major changes in the marketing of textiles.

There is much of value in past experience. We should not throw it all overboard. On the other hand, some changes are inevitable and the major recommendation that I have to make to your industry is to adopt a truly open mind in considering its problems. Many of us spend a good deal of time in looking for a return of the "good old days." They never will come back. Our task is to make a readjustment to new conditions.

AUTOMOBILE CHANGES TRADING RADIUS

I will turn now to a consideration of some of the basic changes that have been affecting the distribution of textiles. One of these is the automobile. The trouble or blessings of so many industries have been laid at the door of the automobile that I hesitate to mention it again. The automobile has had a real effect, however, on the character of the demand for textiles and on the methods of their distribution. This has occurred particularly through its effect on the personal mobility of large numbers of consumers. Twenty years ago the trading radius of the average consumer was about six miles; today the trading radius is at least forty to one hundred miles. This change has resulted in a decline in the trade in dry goods in small towns. The trade has become more and more concentrated in county seats and other trading centers. Consumers going to these markets frequently see late styles on the street, and in shop windows, as well as in the movies; hence they have become more susceptible to fashion changes. Consequently there has been less and less demand for some of the old staple standbys. This change has been going on for fifteen years, with increasing rapidity during the last ten years. This change in buying habits also has affected the position of the jobbers in the distribution of dry goods. Mills and converters selling direct to retailers can cover many of these trading centers—some six hundred odd—whereas the jobbers' services were indispensable for reaching the small town market in the old days. Concentration of trade at fewer points also has facilitated chain store growth.

CHAIN STORE GROWTH

The second factor of change in the marketing of textiles to which I will refer is this one of chain store growth, which of course extends into the large cities as well as the small trading centers. Although chain stores have not as much influence in this trade as in some others, nevertheless they are growing and probably will continue to grow. Eventually the retail distribution of textiles seems to me to be likely to be largely in the hands of department stores and chain stores—the lines on which the field is to be divided between these two types of institution not yet being wholly clear. The chain store, however, is certain to be a factor of increasing importance. The chief advantage of the chain often is assumed to be its buying power, but that is not the most vital factor in the progress of chain stores. The key is management. Whereas the proprietor of a small store must supervise buying, selling, pricing, advertising, hiring employees, and numerous other activities, under the chain store many of these executive responsibilities are taken over by staffs of experts at headquarters. The job of managing the store is greatly simplified. The result is

a saving in administrative costs and a gain in effectiveness over the average independent store.

Partly to meet chain store competition and partly for other reasons, numerous department stores have joined buying syndicates, with headquarters in New York, through which considerable quantities of dry goods are bought from mills or converters.

JOBBER'S POSITION

One of the effects of these various changes has been to weaken the position of the jobber in the dry goods field. Before the war, the jobbers typically placed large advance orders with the mills, carried substantial stocks, and serviced the department stores, dry goods stores, and general merchandise stores to whose patronage they catered. During the last ten years, while prices have been declining, styles changing rapidly, and the trade in some staple lines fading out, the jobbers have been buying hand-to-mouth and carrying relatively small stocks. Chain stores and buying syndicates have cut into their urban markets and the automobile has transported a substantial part of their small town market to the cities. The jobber has been an essential type of institution in the past. He still is performing an essential service in numerous markets, but many of the jobbers have been slow in changing their point of view and in readjusting themselves to the changed conditions.

From the mills' standpoint the changes that I have just referred to have made product planning and inventory control far more pressing problems than they were in the good old days of a generation ago. That is one of the major reasons why we have selected merchandising methods and organization as the subject for our current research project.

CONCENTRATION OF BUYING POWER DEPRESSES PRICES

The concentration of buying power through the growth of chain stores and buying syndicates has added to the demoralization of the price situation in the textile industry. In this industry, so far as I can judge, price has long been a predominant consideration. The industry generally has been price minded—attention being focussed on price oftentimes to the neglect of far more important merchandising matters. It is one of your traditions. With excess manufacturing capacity, a price complex, and increasing concentration of buying power of distributors, the industry during the last seven or eight years has been in a seriously vulnerable position—and it has suffered the consequences. The granting of price and service concessions of various sorts to favored customers, an old practice in the industry, has had a particularly demoralizing effect during these recent years. The attitude toward costs and inventories also has weakened the industry.

NEED SOUND COST METHODS

On this matter of costs, so far as I can learn, most of the cotton mills have persisted in using an obviously unsound methods of estimating costs. The usual procedure seems to be to figure costs on the basis of 100 per cent operations, or perhaps more, and then to quote prices, if costs are taken into account at all, on that basis of full time operation. When it is found that the mill cannot secure enough orders to operate 100 per cent, prices are cut or concessions offered in the hope that volume can thereby be secured for earning the overhead. Of course competitors meet the prices and concessions and each mill gets on the same share of the business that it was headed for before the price cut. It is not necessary for all mills to use the same percentage; let each mill figure at what rate it *reasonably* can hope to operate without getting into throat-cutting competition and take that

ratio of capacity as the basis for distributing its overhead. This does not mean an elimination of competition but a refraining from suicide. If each mill would adjust its cost methods to figuring on the percentage of capacity which it reasonably could expect its sales to cover at a profit, one of the temptations to ruinous price cutting would be removed. Very likely, furthermore, a frank facing of the facts brought out by such a procedure would lead to the junking of more of our obsolete mills.

PILING UP STOCK

Closely linked with the point which I have just mentioned is the matter of piling up stocks when demand is slack. That is one of the evil traditions of the industry. A couple of generations ago with a more rapidly expanding market and a greater demand for staple goods, the piling up of stocks in dull periods may have been profitable. That era is gone.

I realize that some of you may state that it is necessary for you to pile stocks in order for you to meet your labor situation. My reply to that argument is that you should tackle your labor problem from some other angle. Regularity of employment certainly is desirable from all points of view, but to have repeated accumulations of stock beyond market requirements results not only in demoralization of prices but eventually in greater irregularities of operation. The industry will not be in a thoroughly healthy state until it recognizes that with hand-to-mouth buying by customers, production should be regulated by the outflow of goods through trade channels. The only justification for the existence of a mill is to make goods which can be sold at a profit.

BUDGETING SALES

Take a well-managed department store by way of contrast. For each department a budget is planned at the start of the season and it is incumbent upon the manager of that department to operate within that budget so as to show a profit. That means that he must study carefully what the public will want to buy, the mark-ups needed to cover expenses, mark-downs and profit, the prices to be paid, and the stock calendar for each month in the season. Estimated sales are the starting point. Purchases are made in accordance therewith and regulated during the season by the degree to which the actual results approximate the budget.

The problem of estimating sales and budgeting operations may be more difficult, perhaps, in a mill than in a department store, but I am sure that there is no group of mill men who have been tackling this problem with anything like the vigor and interest that the members of the Controllers Congress of the National Retail Dry Goods Association have shown during the last fifteen years in their attacks on the problems of merchandise control. You have not been keeping pace with your customers.

Over a fairly long period of years the cutting-up trades have become a more and more dominant factor in the market for certain types of textiles, but so far as I am aware, there have been no recent developments of especial significance in this field. Some mills have readjusted effectively their methods for dealing with the cutters; others are still lagging. Here as elsewhere the textile manufacturing industry, however, is gradually learning to take the customer's point of view in offering the sorts of merchandise desired and in providing the type of service needed. I lay especial emphasis upon this point because I have learned through my years of study of marketing problems that every sound marketing principle begins with a consideration of the consumer's needs and

(Continued on Page 27)

BECCO IS READY TO BRING YOU THESE ADVANTAGES

BOTTOM READY
FOR ANY FINISH

PERMANENT
FULL WHITE
BLEACH

SIMPLER
CHEAPER
ROUTING

Consider the important advantages which the *Becco* process brings to *your* plant . . . Compare the superior results of a *Becco* bleach . . . then you will quickly realize why the trend today in bleaching is *definitely** toward *Becco*.

The *Becco* process, in a few simple steps, prepares the goods for *any* finish you desire. Bottom is excellent; and a softer, more attractive feel is imparted to the fabric.

But that is not all! The bleach is full, remarkably permanent. And because of the gentle action of *Becco*, the tensile strength of the fibres is unimpaired.

Routing is also simplified, with an appreciable saving in the labor cost of after-processes. Floor space, materials and water are conserved.

Why not let a *Becco* engineer demonstrate in your plant on a practical run? This obligates you in no way, and does not interfere with plant routine. Write for full details.

**Special tank cars, with carrying capacity of 8,000 gallons, now insure rapid, economical delivery of Becco concentrated hydrogen peroxide to many mills.*

PLUS RAPID
TANK CAR
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ELECTRO-CHEMICAL
COMPANY, Inc.



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Going After Business *

BY GEORGE A. SLOAN

President of the Cotton-Textile Institute

THE officers and members of the American Cotton Manufacturers' Association are due the hearty congratulations of the cotton industry for having selected the date of this convention to coincide with National Cotton Week. In this way you have given many people in our industry an unusual opportunity to observe, in Atlanta's splendid demonstration, a practical application of the idea which makes it easier to realize the value of nation-wide effort toward creating a better understanding of the manifold uses of cotton.

During the past few weeks merchants everywhere have given us a mental picture of their plans for celebrating this event. But it is one thing to read letters of explanation and quite another and much more exhilarating experience to travel through the country from New York to Atlanta and feel in the very air this atmosphere of triumph for cotton. You are familiar with the splendid preparatory work of many groups and associations here in the South and you will be gratified to know that similar organized efforts in behalf of National Cotton Week have been conducted in other sections of the country. I have particularly in mind the activities of the National Association of Cotton Manufacturers in New England, the Association of Cotton Textile Merchants and the Durene Association in New York and the Cotton Yarn Merchants Association in Philadelphia. Then, too, it is gratifying to realize that through the American Cotton Co-operative Association of New Orleans this event has the active interest and support of hundreds of thousands of cotton farmers.

What does National Cotton Week mean to you? To me there are two meanings which overshadow all others; millions of people have a natural and spontaneous interest in cotton which is incontestable and which we, particularly in times of discouragement, should keep everlastingly in mind. None the less important to me is the other meaning; when I see the let-down in morale and spirit in many other industries, I have a feeling of pride to be associated with men who still have the courage to go after business in this vigorous and effective manner. I have the feeling that your efforts and those of the automobile industry and a few others who still have their tails up will serve as an inspiring example to business in general. But the cotton industry must do more along these lines every week of every year.

POSSIBILITIES FOR EXPANSION

I am convinced that there are many markets for cotton awaiting aggressive promotional effort. Let's take for example the industrial field and consider the cotton bag. Certainly there is nothing new in the idea of using cotton bags but the possibilities for extending their use can not be defined. A case in point comes to mind in connection with the Institute's recent negotiations with one of the largest co-operative marketing associations in America. At the suggestion of your Vice-President, Donald Comer, we got in touch with the particular group with a view to conveying them of the economic advantages of cotton bags. Our representations were favorably received and sample bags were promptly submitted and promptly approved. The first order was purchased and tried out satisfactorily. As a result we have an important new customer for the industry now ready, I am told, with an initial

order for 100,000 cotton bags. It might be said that these consumers would have come in time to the use of cotton bags on their own initiative but can we afford to wait for that to happen? Haven't we lost out too many times in the past by waiting for buyers to come to us while other industries were aggressively going to them? Even though the change is made eventually cotton mills will lose business during the process of waiting. But too often the change will not be made. We all know the inherent opposition to change and the necessity for vigorous and persistent representations in order to convert persons to do something in a different way from the old way even though the new way may have a distinct appeal to logic and reason.

Many additional outlets for cotton goods would attain importance if we could only go after the business in a co-ordinated manner. Aside from the jute used for wrapping cotton bales there are five hundred million pounds of jute used annually in this country for other covering and wrapping purposes. This amounts to at least one billion yards of cloth and together with the tremendous amount used for cotton bales, presents a challenge to cotton growers and manufacturers.

In response to the Institute's representations to shippers and distributors of potatoes they are now using cotton bags in ever-increasing quantities, two million pecks being shipped in cotton during 1931. Today the rice trade is displaying an interest. These beginnings are but a fraction of the possibilities that awaits a persistent and comprehensive effort. In every trade publication that is read by users of bags the industry should advertise the advantages of cotton. We have a logical and convincing story to tell as to why cotton is preferable to other fibres in this field and in countless others.

Cotton is being successfully used for roadways. We should keep it continuously before highway engineers through their own technical publications. Cotton belting should be advertised in industrial and engineering circles. The multiple home uses for cotton in interior decoration, furniture coverings, hangings, curtains and wall coverings and for many other household purposes should be extensively advertised in publications read in the home and particularly by the housewives.

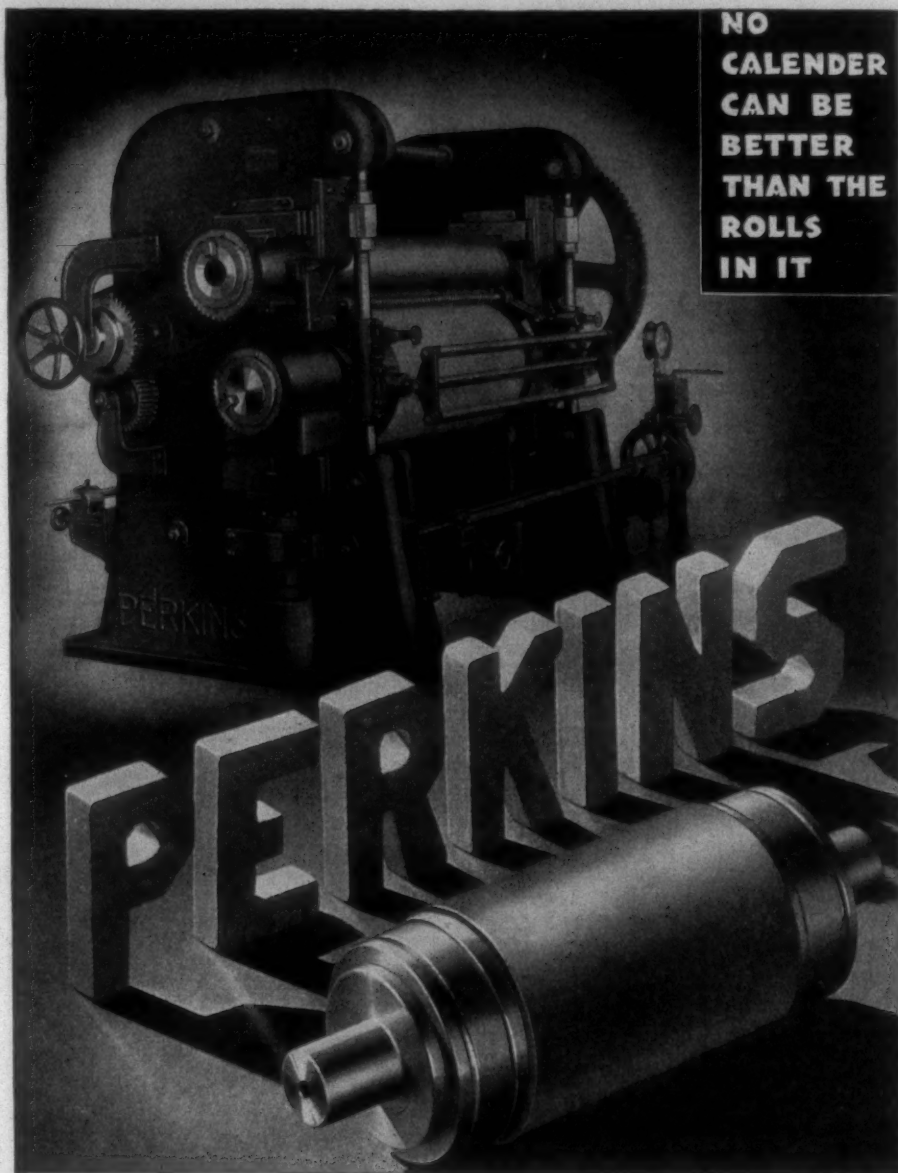
THE VALUE OF CO-ORDINATED PROMOTION

Persistent advertising of cotton goods for women's wear has been successful to an astonishing degree. The fashion magazines and trade journals are now putting cotton in a position of great importance with the result that progressive stores everywhere are featuring cotton wearing apparel as never before. Likewise, the modest investment of our Wide Sheetings Group and mills individually in advertising longer length sheets has definitely increased the demand for the 108-inch length in place of the shorter, skimpy sizes. Such work should be maintained so that every home and institution in the country will fully appreciate the greater personal comfort that is assured by the longer lengths.

Over 900 major uses for cotton have been identified and there is no reason why many of these cannot be materially expanded. Several years ago when cotton mills were being criticised for continuing to turn out patterns which the public no longer desired, a veteran manufacturer replied that his mill was a specification plant

(Continued on Page 23)

*Address before Annual Meeting of American Cotton Manufacturers' Association, Atlanta, Ga., May 20-21.



Perkins Calenders are distinguished by extreme ruggedness and flexibility. This Schreiner Calender, employing an engraved steel roll, can be used also as a charmeuse or glazing calender, using a smooth steel roll. It is typical of Perkins' careful design and construction.

B. F. Perkins & Son, Inc., Holyoke, Mass.

Rolls—Cotton, Paper, Husk, Combination, Cotton and Wool—Calenders, Drying Machines, Starch, Water and Tommy Dodd Mangles, Dyeing Machines, Padders, Ranges, Scutchers, Singers, Squeezers, Tenters, Washers, Winders

PERSONAL NEWS

L. L. Cobb has resigned as overseer of dyeing at the Roanoke Mills Company, No. 2, Roanoke Rapids, N. C.

J. Lewis Schrum has been elected secretary and treasurer of the Catawba Cotton Mills, Newton, N. C., which have resumed operations.

George Summersby, of Waltham, Mass., has been elected active vice-president of the Spencer Corporation, Spindale, N. C.

H. J. Horne, formerly connected with the Greensboro, N. C., offices of the DuPont Company, has accepted the position of overseer of dyeing at the Roanoke Mills No. 2, Roanoke Rapids, N. C.

W. M. Kirkland has been appointed superintendent of the new full-fashioned hosiery mills of Charles H. Bacon Company, which is soon to begin operations at Loudon, Tenn.

William B. Cole, president of the Hannah Pickett Mills, Rockingham, N. C., has been appointed temporary receiver for the Mooresville Cotton Mills, Mooresville, N. C.

T. H. McKinney, vice-president and general manager of the Standard-Coosa-Thatcher Company, Chattanooga, Tenn., has returned to his office after spending some time in Florida recuperating from an operation.

D. Wills Hunter, formerly vice-president of the Hunter Manufacturing and Commission Company, has been elected president of the Arcade Cotton Mills, Rock Hill, S. C., and will assume his duties early in June.

C. G. Voss, formerly superintendent of the Bloomfield Manufacturing Company, Statesville, N. C., now has a similar position with the Imperial Cotton Mills, Eatonton, Ga.

R. H. Mickey, of the Alemite Corporation, Charlotte, N. C., recently gave a talk to the Clemson textile students in regard to Alemite equipment as applied to the textile industry. The Alemite Corporation has recently equipped two looms of the Clemson Textile Department with this special equipment.

Warren Brice, of Charlotte, has accepted a position with the Swann Chemical Company, which recently opened district offices in Charlotte. Mr. Brice, an experienced textile chemist, will devote his time to the distribution of heavy chemicals for the textile industry.

Recent changes made in the personnel of the Judson Mills, Greenville, S. C., resulted in the following list of officials: President, G. H. Milliken, New York; vice-president, H. A. Hatch; treasurer, W. E. Winchester; secretary, B. S. Mills; assistant treasurer, W. E. Geer, Jr.; buyer, Hext M. Perry, and general manager, H. J. Haynsworth, Jr.

N. R. Vieira, formerly Technical Demonstrator for Newport Chemical Works, and Dyer Moss, also formerly with the Newport Company, now both connected with the DuPont Company, recently gave very interesting talks to the Clemson seniors specializing in textile chemistry on the general subject of dyeing problems encountered in the industry. They paid particular attention to vat dyeing and printing. The discussion was of very great interest to all those present.

Harry Morrow Improving

Harry Morrow, Atlanta, Ga., Georgia and Alabama representative of Joseph Sykes Bros., is recovering from a severe illness during which he had double pneumonia.

The editor of this journal called to see him, last Saturday, at his home in Atlanta and is glad to report that he is on the road to recovery.

Changes in Hunter Personnel

Hunter Manufacturing and Commission Company has issued the following statement:

"The trade has been advised during the past few days that Donald Comer has been elected to the presidency of the Hunter Manufacturing and Commission Company.

"Due to the death of George A. Walcott, and some other changes, there has been a natural readjustment in the merchandising plan. G. O. Hunter will take over the supervision of the colored goods department.

"The gray goods department, as handled by Mr. Walcott, will have print cloths merchandised by R. E. Benson, Jr., while Robert F. Bowe's department will take over additional sheetings and drills.

"John R. Wilson will have charge of the wide goods section, and Richard E. Reeves will take over the seconds and shorts department.



Mrs. Stuart W. Cramer, Jr., of Charlotte, wearing a sport suit of seersucker. The fabric was produced at the Cramerton Mills, Cramerton, N. C. See editorial page for comment.



Mrs. Charles E. Lambeth, wife of the Mayor of Charlotte, dressed in a seersucker sports costume, the fabric for which was made at the Cramerton Mills, Cramerton, N. C. Mrs. Lambeth is a daughter of the late J. W. Cannon, founder of the Cannon Mills. See editorial page for comment.

Plans for S. T. A. Meeting

Plans are being perfected for the twenty-fourth annual meeting of the Southern Textile Association, to be held at Hendersonville, N. C., June 24-25, with the Skyland Hotel as headquarters. All those planning to attend this meeting are requested to make reservations direct through this hotel.

The program for this meeting is in the hands of President T. W. Mullen, Roanoke Rapids, N. C., and immediately upon his approval, will be ready for publication.

Among the prominent men who will address the Association are Dr. E. W. Sikes, Clemson College, S. C.; W. H. Sanders, Gastonia, N. C.; G. Heyward Mahon, Greenville, S. C., and A. E. Jury, Winnsboro, S. C.

Bemberg Identifies Yarn on Shipping Spools

The American Bemberg Corporation is sending out cards to their customers calling attention to a method adopted to identify their yarn, by denier and twist, on the shipping spools. Small round colored plugs appear on the end of the shipping spools. The chart lists the colors and combinations that designate each denier and twist, and is very handy in identifying the yarn. Copies of the chart may be had by request to the American Bemberg Company, 261 Fifth Avenue, New York.

Haw River, N. C.—F. A. Whitney, superintendent of the Granite Finishing Works, acted as toastmaster at the annual banquet of the combined night classes of the Tabardrey Manufacturing Company and the Granite Finishing Works.

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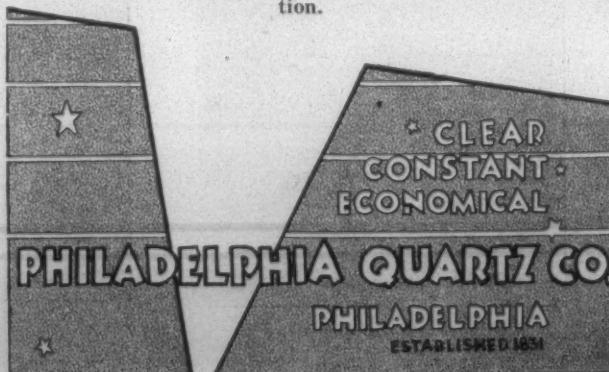
1930—No. 1,781,142
1932—No. 1,857,410
1932—No. 1,858,118

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BOSTON, MASS.

STAR BRAND

SILICATE OF SODA

OUTSTANDING in its uniform quality performance in textile processes, STAR Brand Silicate for decades has been the standard. Safeguard your large investments in raw materials with this dependable silicate. Samples and prices without obligation.



Gossett President of American Cotton Manufacturers Association

B. B. Gossett, of Charlotte, was elected president of the American Cotton Manufacturers' Association at its annual meeting in Atlanta last week. Mr. Gossett is president of the Chadwick-Hoskins Company, Charlotte, and vice-president and treasurer of the Gossett group of mills in South Carolina. He is a member of the board of directors of the Cotton-Textile Institute and a member of the cotton advisory committee of the Federal Farm Board.

Donald Comer, president of the Avondale Mills, Birmingham, was elected first vice-president, and T. M. Marchant, president of the Victor-Monaghan Mills, Greenville, S. C., was elected second vice-president. W. M. McLaurine was re-elected secretary and treasurer.

The Board of Government of the Association is now composed of the following: W. D. Anderson, of Georgia; S. M. Beattie, of South Carolina; J. H. Cheatham, of Georgia; Allen Little, of Alabama; W. S. Montgomery, of South Carolina; A. A. M. Fairley, of North Carolina; Charles A. Cannon, of North Carolina; Geo. H. Lanier, of Georgia; Robert Lassiter, of North Carolina; W. H. Hightower, of Georgia; Harry Williams, of Georgia; Robert E. Henry, of South Carolina; T. H. Webb, of North Carolina, and George M. Wright, of South Carolina.

The attendance at the meeting was unusually good and the convention was regarded as one of the best held in recent years. The addresses made at the several sessions are published elsewhere in this issue.

WANT GOVERNMENT ECONOMY

At the business session a resolution was adopted that called upon the members to urge earnestly that the President and members of Congress take every possible means to balance the budget by reduction of appropriations, decrease of waste and extravagance, and efficient organi-

zation and operation of all branches of government. The resolution urged that "these steps be taken at earliest possible date in order that the country can know what it must face." Copies of this expression are to be sent to the President and all members of Congress.

The resolution is prefaced as follows:

"Whereas, it is the sincere belief of the members of this Association that the present disastrous economic condition of the United States, and of its commerce and industry, is to a large degree the result of the tremendous appropriations made and the enormous taxes levied by the Congress, accentuated by the extravagant and wasteful expenditure of these tremendous appropriations; and

"Whereas, the citizens, businesses, industries and institutions of America have been forced to cut off a great proportion of all their expenditures, and to reduce severely their scale of living and operation in an effort to come within their small incomes now being received; and, it is just that each person bear his proportion of the present burden; and,

"Whereas, the continued uncertainty as to the ultimate action of the Congress on appropriations and taxation is tending to prevent the stabilization of conditions and the beginning of improvement."

TARIFF ON JUTE

In addition to its resolution authorizing the officers to continue efforts to secure a jute tariff the Association again memorialized Congress favoring such a tariff. The resolution follows:

"Resolved, That the officers are hereby directed to map out and direct continued efforts to secure an adequate tariff on jute and its products; to prepare and distribute information on this subject; to appoint such

(Continued on Page 22)

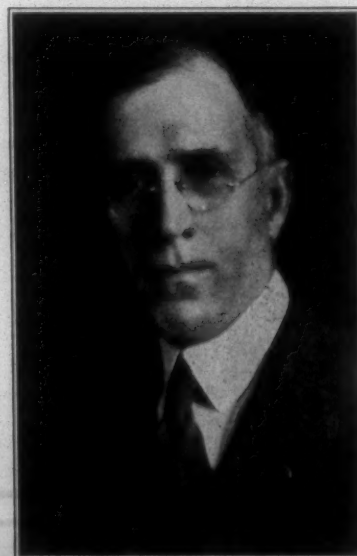
Officers of American Cotton Manufacturers Association



B. B. GOSSETT
New President



CASON J. CALLAWAY
Retiring President



DONALD COMER
First Vice-President

Here is the improved reed which has upset old ideas

THE NEW *Custom-Made* REED BY EMMONS

Accept this offer

FOR many years mill men have been ordering "standard" and "stock" reeds. Now Emmons has perfected a new Custom Made that has upset old standards—gives you a new reed made exactly to your requirements.

Custom Made Reeds *fit* your fabrics exactly, for they are made *for* them, built to your own order. As a result you enjoy a new freedom from reed marks and uneven warp spacing; a reduction in broken ends caused by reeds that do not fit.

Many mills have already switched to these new reeds to gain their production benefits—and they report improved "cover" and better quality weave. You too should get better results from a reed made to fit than one which doesn't fit.

HOW YOU BENEFIT

Suppose you are weaving voiles and want extra strength of dent—you merely specify it. This added strength is Built-In the Custom Made Reed made especially for you. You get exactly what you need—it fits.

Or if you are running broadcloth and require extra air space, you order it. The Custom Made

Reed you get has it—air space up to 60%—soldered all the way across, if you require it. You get the reed that fits—exactly.

Yet there is no extra charge; Custom Made Reeds cost no more than ordinary reeds. But you get more because you get exactly what you need—a reed that fits.

ACCEPT THIS OFFER

If you have not yet tried the new Custom Made Reeds, we invite you to do so, and gain these benefits. Try a reed at our risk. Just fill in the coupon below—tell us the weave construction; what you need. You'll get it, built-in the Custom Made Reed.

Then if you are not entirely satisfied—if you don't get all the benefits we claim, return the reed to us, and the charge will be cancelled without hesitation.

Or better, if you are about to buy reeds, specify Custom Made Reeds on half your order; ordinary reeds for the remainder. Equip a section with each and note the results. Then you alone will be the judge of the added advantages of Custom Made Reeds at no extra cost.

EMMONS LOOM HARNESS CO.

Chafeless Cord Harness

Non-Slip Mail Eye Harness

Wardwell Loop and Doll Pickers

Custom Made Reeds

Multiple Air Space Reeds

Emmons Loom Harness Co.,
Lawrence, Mass.

S.T.B. 5-26

Gentlemen: I would like to try the new Custom Made Reed and attach, herewith, my specifications. If this reed is not all that you say I will return it within 10 days and you will cancel the charge; otherwise bill me in the regular way.

Name _____ Address _____

Improve reed accuracy and you improve weave quality

**SOUTHERN
TEXTILE BULLETIN**

Member of
Audit Bureau of Circulations and Associated Business Papers, Inc.
Published Every Thursday By
CLARK PUBLISHING COMPANY

Offices: 118 West Fourth Street, Charlotte, N. C.

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Contributions or subjects pertaining to cotton, its manufacture and distribution, are requested. Contributed articles do not necessarily reflect the opinion of the publishers. Items pertaining to new mills, extensions, etc., are solicited.

How Much Is Four Billion Dollars?

To have saved \$4,000,000,000 you would have had to deposit \$400 (without interest) every day since January 1st 25,469 B. C.

But the Government of the United States will this year expend \$4,300,000,000.

If during every minute of the Christian Era, that is, from January 1st A. D. to this date, \$1 had been dropped on a pile, it would require the entire amount of four such piles to pay the United States Government expenses for a single year.

If some one paid \$5,200 for every word in the Bible it would not furnish quite enough to support our Federal Government for one year.

If you stacked \$20 gold pieces one upon another until the stack was fifty miles high and then pushed four such stacks into the Federal treasury, the gold you threw in would not be enough to pay our Government expenses for one year.

It would require the entire proceeds of nine 17,000,000-bale cotton crops, at present prices, to pay one year's Government expenses.

It would require six wheat crops, at present prices, plus a 13,000,000-bale cotton crop, to equal the amount Congress appropriates for one year.

Four billion dollars plus three hundred million dollars is the amount that a group of men sitting in Washington say that the citizens of this country, after paying city, county and State expenses, must contribute for Federal operations.

Very few of the men, who say that we must find this \$4,300,000,000, ever individually earned \$5,000 in a single year before getting upon the public payroll.

In order to justify the demand for \$4,300,-

000,000, a thousand and one unnecessary activities are carried on and the public demand for even a modest reduction is treated with scorn.

This country is face to face with the greatest crisis in its history and if chaos and disaster comes the blame will be upon Congress.

Two weeks ago we wrote a Senator, one whom we believe is doing his best to reduce expenses, that it was entirely possible that before the end of 1932 it would not be safe for any man to admit that he was a member of Congress.

A reduction of \$500,000,000 in Federal expenditures would, in our opinion, restore confidence and start us on the road to prosperity.

As Nero fiddled while Rome burned, Congress fiddles while disaster and chaos stare us in the face.

We face a crisis from which we would emerge into the sunlight of prosperity if a reasonable portion of the four billion dollar burden was shaken from our back.

How much is four billion dollars?

It is the amount that this and former Congresses have placed upon the backs of our citizens as an annual contribution.

The Atlanta Meeting

The meeting of American Cotton Manufacturers' Association at Atlanta, Ga., last week was one of the best of recent years.

The attendance was much in excess of expectations, which was probably due to the fact that many mill men are troubled and were seeking light upon their difficulties.

President Cason Callaway and Secretary Wm. McLaurine are to be congratulated upon the excellent program which was presented. Mr. McLaurine is a past master in the art of handling conventions and under his guiding hand everything proceeded with precision and smoothness.

We have only one complaint to register and it is the same complaint which we have registered for many years against the conventions of the American Cotton Manufacturers' Association, and, that is, that they always punish those who attend the banquet by presenting serious speakers.

Both banquet addresses were good but should have been delivered at a regular session rather than at the banquet.

The members of the American Cotton Manufacturers' Association listened to serious addresses and discussions at three sessions but when they and their wives assembled at the banquet it should have been a period of enjoyment and fun. If no humorous-speaker could

have been found some entertainers should have been secured. Serious speakers at a banquet is a form of punishment habitually inflicted upon members by the American Cotton Manufacturers' Association.

President B. B. Gossett

The election of B. B. Gossett, of Charlotte, to the presidency of the American Cotton Manufacturers' Association was a well deserved tribute to a man who has unselfishly devoted much time and energy to attempts to solve the problems of the textile industry and bring it back to prosperity.

Mr. Gossett has been one of the leaders in the efforts which have been made to regulate production to demand and is serving as vice-president of the Cotton-Textile Institute.

Probably his greatest effort and best leadership was as chairman of the carded yarn spinners' division which has always been difficult to handle.

During his term as president Mr. Gossett will bring to the American Cotton Manufacturers' Association constructive leadership and an untiring devotion to the duties which evolve upon him.

A Bad Break

A bad break has come to Robert Lassiter, of Charlotte, in the receivership of the Mooresville Cotton Mills.

Mr. Lassiter was induced to become president when the mill was found to be in a difficult financial conditions two years ago. The business has been ably and conservatively managed and even showed a small profit for the past year.

The financial difficulties of the selling agents made it necessary for them to call for the payment of an indebtedness which the Mooresville Cotton Mills contracted prior to the connection of Mr. Lassiter with the company and a receivership has resulted.

Seersucker for Women's Wear

Seersucker, long a favorite fabric for men's summer clothing, also offers interesting possibilities for use in women's wear. As a case in point, the new high quality seersucker fabric produced by the Cramerton Mills, Cramerton, N. C., is finding favor as a fabric for sport clothes for women. The better quality and bright colors in this seersucker has made a real impression on the style makers and it now occupies a conspicuous position in the high-style field.

The invasion of the field of fashionable women's wear by this fabric throws interesting side lights on the public conception of style values. It has suddenly been seized upon by the arbiters of feminine fashions and has sprung overnight into one of the most conspicuous positions in the high-style field.

On Page 14 of this issue we show photographs of Mrs. Stuart W. Cramer, Jr., also Mrs. Chas. E. Lambeth, a daughter of the late J. W. Cannon, wearing dresses of sport seersucker. As the pictures suggest, it is an ideal fabric for this purpose.

Editorial Flings

In France, the radical-socialists will be called on to form the government—that is, unless Dave Clark hears about it.—*Charlotte News*.

Former Senator Jim Reed, making a formal bid for the presidential nomination, warns against socialism and reds. If it will encourage him any, he can probably count upon David Clark's vote.—*Greensboro Daily News*.

Major Riley, of Fort Bragg, says there are 2,000 communists in Charlotte. O-h-h-h! Mr. Clark, don't you think you'd better leave off turning in the fire alarm at the University of North Carolina and do a little fire-fighting on your own premises?—*Greensboro Daily News*.

We believe that the best way to get rid of vermin is to hunt out and destroy their hatching places.—*Southern Textile Bulletin*.

From Our Readers

"The writer wants to take this opportunity of complimenting you and your associates on the excellent editorials which appear almost weekly in your Bulletin. If people will only read and digest them thoroughly you should be well repaid for your efforts."—J. Carlile Martin, Southern Representative of H. & B. American Machine Co.

"I think the suggestion in your recent editorial with regard to business men marching on Washington was fine, and I certainly would like to see something along that line carried out, but fear that the time is now a little short to get organized for it. However, if Congress only takes a recess and later reconvenes, it may not be too late after all."—P. H. Hanes, Winston-Salem, N. C.



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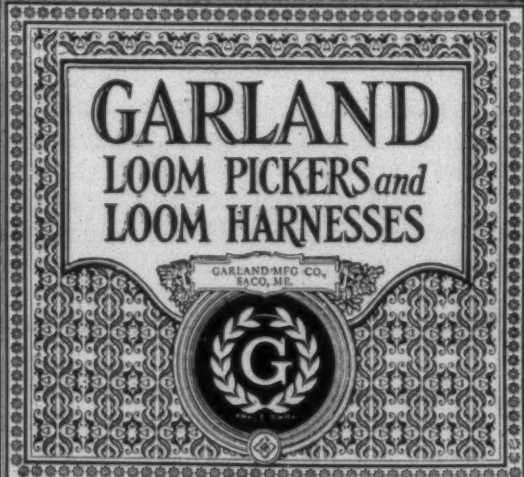
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Dispose Of?

SELL IT

Through A

Classified Ad

In The

Southern Textile Bulletin

Read In Nearly All Textile Mills In The South

MILL NEWS ITEMS

COLUMBUS, GA.—The Bradley Manufacturing Company has completed installation of a new raw stock dyeing machine manufactured by the Morton Machine Works, Columbus, Ga.

STONEWALL, MISS.—The Stonewall Cotton Mills have installed a Morton improved double circulating raw stock dyeing machine manufactured by the Morton Machine Work, Columbus, Ga.

GASTONIA, N. C.—The Loray Mill here is operating on slightly increased time, giving work to a number of operatives who have been idle and increasing the time of some of those who have had part time employment. While the increased operation is not great, it has brought a decidedly more optimistic feeling to the mill village.

NEWTON, N. C.—The Catawba Cotton Mills, which have been closed since the death of John P. Yount, president of the mills, who died two years ago, have opened for business again and are running every day, it is reported. J. Lewis Schrum has been elected secretary-treasurer to fill the vacancy caused by the death of J. Wilfong Yount last winter.

COLUMBIA, TENN.—Pay rolls of the newest industrial enterprises in Columbia now aggregate \$33,000 monthly, or more than \$1,000 per day, the record for the community, according to Joseph A. Chapman, president of the Chamber of Commerce. This amount is supplemented by the normal pay rolls of several old established enterprises that are also operating on a normal basis. The major new enterprises are: Massachusetts Knitting Mills, Washington Manufacturing Company and the Ironall Company.

MARION, N. C.—The directors of the Marion Manufacturing Company have decided to continue night operations in the plant, as it would throw out of employment practically half of their 450 employees. It had been previously announced that the company would have to discontinue night operations within a few weeks, but as it is too late for these employees affected to move to farms and make a crop this year, thus throwing some of them on charity, the directors decided to continue and to give each employee at least 30 hours work a week.

MOORESVILLE, N. C.—Judge Michael Schenck signed an order at Salisbury last week placing the Mooresville Cotton Mills in temporary receivership, based on the complaint of the Hunter Manufacturing and Commission Company, of New York. W. B. Cole, president of the Hannah Pickett Mills, Rockingham, was named as temporary receiver.

The plaintiff sets forth that the defendant is indebted to plaintiff in the sum of \$945,551.09, with interest on \$977,474.0 from the first day of May, 1932; that the defendant is indebted to other persons and for taxes in the approximate amount of \$145,000; that defendant is unable to continue in its ordinary business for want of funds.

The defendant company is ordered to appear before Judge Schenck in this city Thursday, May 26, to show cause why the temporary receivership should not be made permanent.

MILL NEWS ITEMS

CHESTER, S. C.—Aragon-Baldwin Cotton Mills, Inc., have closed their Chester plant for four weeks. Night operations were discontinued recently, and on reopening, the plant will run only days.

MAYFIELD, KY.—The Curlee Clothing Company, which was formerly the Mayfield Woolen Mills, is reported remodeling its present building and installing 160 additional machines.

MARION, N. C.—To help the families of mill operatives tide over lean periods, all three cotton mill companies here are carrying out Governor Gardner's five-way garden plan.

All workers are being urged to cultivate gardens and raise vegetables for their own use, so as to cut down their living expenses as much as possible.

The companies are furnishing horses and men to break the ground wherever an operative wants to start a garden. The families have got busy planting corn, beans, tomatoes, potatoes, cabbage, squash and other foods.

ASHBORO, N. C.—Construction work has been completed on the building being erected by the Acme and McCrary Hosiery Mills. The building is 102x40 feet and was built by the Goode Construction Company, of Charlotte. Contract for the humidifying and ventilating equipment was let to Parks-Cramer Company, Charlotte; sprinkler contract to W. T. Branson and electrical contract to Walker Electric Company, Greensboro. The total cost of the building and equipment is about \$240,000.

The addition will be equipped with 72 full-fashioned hosiery machines purchased some time ago from the Signature Hosiery Mills, of Philadelphia. When these machines are in operation, the McCrary plant will operate 102 full-fashioned machines, with a capacity of approximately 1,500 dozen hose per day.

GREENSBORO, N. C.—The substance of the answer filed in the Federal Court by the defendant in the \$243,300 suit of Anderson, Clayton & Co., against Pickett Cotton Mills, Inc., is that the contract in controversy is "a gambling contract, illegal and void, as being against public policy."

In its complaint filed in the action recently the plaintiffs, New York cotton brokers, alleged that the defendant is indebted to them in the sum of \$243,300 for failure to accept delivery of a large quantity of cotton in accordance with an alleged contract between the parties. This contract was dated June 21, 1930, and it was averred in plaintiffs' complaint that it called for the delivery of 7,200 bales of cotton.

The answer alleges that plaintiffs "wrongfully attempted to ship 300 bales of cotton to this defendant and that this defendant, as it had a right to do, refused to accept said cotton." There is further allegation that "contemporaneous with alleged contract sued on in this action the plaintiffs and defendant entered into further contract not reduced to writing wherein and whereby it was specifically agreed that the cotton referred to in said contract sued on in this action was not to be actually delivered and that both parties fully agreed that there would be no actual shipments of any cotton under said contract."

TWISTER
RINGS



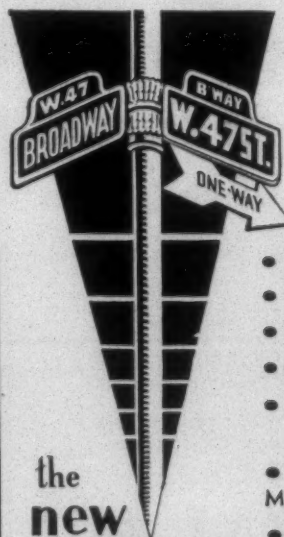
SPINNING
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DIAMOND FINISH Rings laugh at the thermometer!

Start new DIAMOND FINISH Rings on the hottest, most humid "dog days." One Southern superintendent started in June and installed several thousand as he found that "they ran without any trouble even though some were started up on the worst of dog days." If you need them, install new DIAMOND FINISH Rings now. You'll reduce your traveler bills, make yarn much freer from roughness and fuzziness, and make better quality goods on better running looms!

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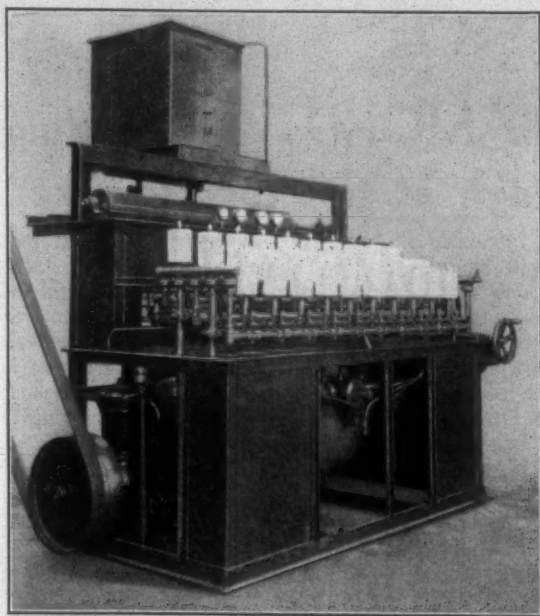
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BELTON C. FLOWDEN,
Griffin, Ga.

W. J. WESTAWAY COMPANY, LTD.,
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and Montreal, Que., Canada

Gossett is President of American Association

(Continued from Page 16)

committee or committees as they may deem necessary, and to expend such amounts for these purposes as the funds of the association reasonably permit in order to secure the enactment of such a tariff into law."

"Whereas, the American Cotton Manufacturers' Association has heretofore memorialized Congress for a tariff on jute and its products, in fairness to the producers of cotton, its manufacturers and their employees; therefore be it resolved, that the justice of this action and position is hereby reaffirmed, and the members of this Association again earnestly urge placing an adequate tariff on jute and its products."

OTHER RESOLUTIONS

Among other resolutions were:

"Whereas, in many yarns and fabrics, it is necessary to use cotton of longer staple than seven-eighths lengths; and

"Whereas, it is to the interest of the producers to grow such longer staple, because of the premium paid therefor: Therefore, be it

"Resolved, That we commend the efforts of all those promoting the growth of longer stapled cotton, and we recommend the continuation of all such efforts."

Stuart Cramer read a report telling of the work of National Industrial Conference Board and of the Textile Foundation, which is now definitely on the way to handling of research problems.

The cotton committee report delivered by S. M. Beat-tie spoke highly of the co-operation of American Cotton Shippers' Association and of the helpfulness of Dameron H. Williams, of Gastonia, and other members of the shippers' committee.

Tubize Chatillon to Readjust Capital

Stockholders of the Tubize Chatillon Corporation at their special meeting approved all changes in the capital structure as proposed by the management in a letter dated April 15.

The special meeting followed the regular annual meeting of stockholders at which the number of directors was reduced from seventeen to thirteen. At the organization meeting of the directors following the annual meeting, J. E. Bassill was elected president to succeed B. G. Slaughter. Mr. Bassill's election as president constitutes another step in his rise to head of the third largest producer of rayon in this country. He is only thirty-six years old and started with the company in July, 1920, as an accountant. He came to the main office of the Tubize Company in October, 1929, prior to which time his headquarters were in Philadelphia.

Other changes in the executive staff were announced as follows: E. R. Van Vliet, previously secretary and treasurer, was elected vice-president and treasurer, and Frank P. Huff, previously assistant secretary, was elected secretary of the company.

Immediately following the stockholders' meeting, the directors declared an initial quarterly dividend at 1 3/4 per cent on the 7 per cent cumulative preferred stock payable July 1 to stockholders of record June 20.

The directors elected at the stockholders' meeting follow: A. R. Balsam, W. P. Barba, J. E. Bassill, H. S. Davis, M. H. Frey, S. Fusi, G. A. Hardwick, U. Mancini, J. W. Mettler, J. N. McCullaugh, G. H. Milliken, R. W. Scott, R. L. Taylor.

Going After Business

(Continued from Page 12)

and that he stood ready to make whatever his customers desired. This attitude I believe has been typical of a large section of our industry. We have built up a marvelously effective mechanism for producing cotton goods in endless variety and at low cost. But we must give increasing attention to co-ordinated group efforts to introduce cotton goods into new channels of manufacture and agriculture, to convert a minor use for cotton into a major use, and to translate a good idea into volume-producing business. In this day of intense competition our industry must not only stand ready to satisfy the desires of consumers but with our wonderful creative talents and opportunities we must stimulate these desires with resultant increasing consumption. The ingenuity of our customers in expanding the markets for cotton are commendable but we have larger interests at stake than they and it behooves us to support and supplement their efforts. If their interest is diverted or their energy falters, the cotton mills immediately suffer. We must do more co-ordinated work ourselves and if we do it in the thoroughgoing way that befits the size and importance of our industry, I am positive that we will be astonished at the results.

I do not minimize the difficulty of raising a large promotional fund because I have had some experience in that direction over a period of ten years or more. I know, however, that it would be much easier if everyone would admit and accept his own responsibility toward such a fund. An industry which is subject to the tremendous losses which we have incurred in recent years and yet whose products in 1929 were valued at a billion and a half dollars should be organizing itself to provide a co-operative fund of sufficient size for advertising its products in a comprehensive and adequate manner.

CULTIVATING FOREIGN MARKETS

Another means of going after business is to build up our exports. Cotton yardage export volume in 1931 shrank to 70 per cent of the average in the last ten years. Too often we meet with indifference regarding foreign trade in cotton goods, probably owing to the fact that normally our exports are relatively a small proportion of the total output. In yardage, however, these exports are large enough to warrant our constant attention and the volume in years gone by justifies aggressive efforts to expand them. Exports of voiles in 1929 amounted to 56 million yards, or 36 per cent of the total voile production in the United States; narrow sheetings exports in that year amounted to 82 million yards, or 7½ per cent of the total domestic output. If these outlets were suddenly removed, the importance of our export trade would be keenly felt. Even in 1931 exports of cotton piece goods amounted to 368 million yards.

Recently David Lawrence of Washington called attention to the importance of our export markets and pointed out that their percentage relative to our total business is equivalent to a fairly good return on the capital investment in the average business and that if cut off would add materially to present losses. He referred to late Government figures showing that our total exports of all commodities in 1931 exceeded those of any other country even though they amounted to \$2,500,000,000 less than in 1925. He concluded with the statement that those people who have lately been saying that this country had better abandon its intensive efforts for a share of the world's markets are evidently overlooking what the foreign trade really means to us. The State of Texas, for example, exported \$324,000,000 of products in 1931 of

Announcement

Another Eastern Cotton Mill's Entire Belting Equipment Bought

One belt 180 ft. long, 45" wide,
three-ply thick, weight 2,000 lbs.
Run one year—Better than new.
Practically all sizes, weights, and
widths.

Big Savings!

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HERMAS

Shears that are fully automatic allowing one operator to run a battery.

Ball bearing throughout with Zerk System of Lubrication.

Patented suction draws all loose ends from selvages into knives, without aid of brushes.

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Large production, low upkeep, small floor space,
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All Cloth Room Machinery, Brushes, Shears,
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which approximately \$200,000,000 was paid off in wages to labor directly engaged in producing petroleum, cotton, wheat, flour, crude sulphur and other commodities. In 1930 its exports amounted to \$500,000,000 and in 1929 \$700,000,000.

Undoubtedly the difficulties inherent to foreign trade deter many firms from going after export business. But we should not be discouraged by these difficulties. Certainly the trend throughout the world, economic setbacks notwithstanding, is toward higher standards of living. The radio, motion pictures, magazines and newspapers are constructive forces that work inevitably in that direction. An increasing demand for cotton textiles should naturally accompany this trend toward better standards of living. So long as the peoples of the earth become more civilized their wants will increase. And if they do not buy in our market we should make certain that other nations are not making a more determined and successful effort to satisfy their requirements. We should, therefore, maintain and increase our foreign connections and give encouragement to the expert personnel in this country that is necessarily so vital if we are to maintain a satisfactory export business.

In 1929, following a comprehensive survey of the export situation, the Institute recommended a greater concentration of export merchandising through trained sales forces. Several mergers of important export organizations were subsequently made to the end of effecting a more co-ordinated and concentrated effort in foreign markets. The Institute also recommended the formation of an export association in order to obtain the benefits of the Webb-Pomerene Act which recognizes agreements concerning prices and other matters related to export trade. Through the co-operation of the Association of Cotton Textile Merchants such an organization, known as the Textile Export Association of the United States was formed in August, 1930. The total membership now comprises forty concerns which do approximately 75 per cent of our total foreign trade in cotton piece goods and a substantial portion of our cotton yarn exports. The Terms Committee of this Association recently completed an intensive study of the various charges for export shipments and its recommendations, looking to standard terms to over twenty foreign markets, resulted in the elimination of excessive open-account terms and at the

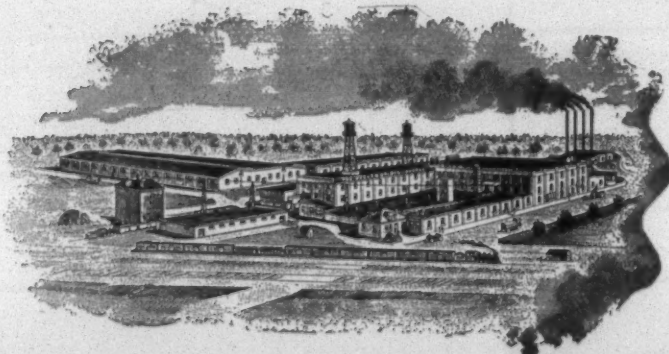
same time brought about a better standardization of trade practices.

Given the proper support, I believe that the Textile Export Association of the United States is in a position through its members to divert to American mills an increasing share of the world demand for cotton goods. It can help the export branch of our industry to put its best foot forward in foreign markets and to make a determined and continuing bid for business.

Some of you may be thinking about the relatively high wages in this country compared with foreign countries, but high wages do not necessarily cause high unit costs. A Detroit automobile company has a number of branch factories in European cities. It discovered that where it has paid the highest wages, the efficiency has been greatest; in other words, the cost of production per unit has been lowest. Where it has paid the lowest wages the unit cost of production has been greatest. I feel there is no reason whatever for feeling that differences in the wage scale materially handicap American export trade. I strongly recommend, therefore, that mill executives give all possible attention and support to export outlets so that this trade can be continued and materially increased under more normal conditions.

There is another side to this story of going after business; and that is how not to go after business. Certainly price cutting, and especially where it involves sales below the cost of production, should not be employed as a means of securing business. Some of us must pay more attention to elementary economics. If we have learned anything at all during the last several years it is that a shrinking demand must be balanced as promptly as possible by reduced production and that the lower scale of production must be maintained until market conditions justify an increase in output. I know that the soundness of this principle has become A B C knowledge with most of us. And yet there is no question but that some of us are too slow in applying this principle. Why is the momentum of production so difficult to check when demand subsides? One might gain the impression that cotton machinery is something in the nature of an implacable monster that must be fed continuously. We should learn—indeed most of us have already learned—that we must accustom the industry to more sudden and drastic changes in diet. Certainly there is no better in-

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It boils thin, penetrates the warps and carries the weight into cloth.

It means good running work, satisfied help and one hundred per cent production.

We are in a position now to offer prompt shipments.

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F. M. WALLACE, Columbus, Ga.

L. J. CASTILE, Charlotte, N. C.

centive to increase demand for cotton than for the market to know that production will be kept in proper balance whatever demand may be.

I realize that an abrupt falling off in demand can not be reflected immediately in reduced production schedules for the reason that a fair volume of production is frequently justified by orders already booked. But there are some in the industry who make this chronic excuse while they still persist in crowding 100 per cent production for future delivery on a market that can consume only 50 per cent. It is not a strange coincidence that such will executives as a rule are seldom seen in the primary market. Otherwise I believe they would come to realize more readily that such action merely involves the industry, including themselves, in a mad scramble for business at ruinous prices. The resulting market weakness only further depresses demand and business is irretrievably lost because buyers are discouraged from purchasing. When there is confidence in the stability of our industry all the intricate and complicated relationships involved in producing, finishing and selling cotton goods, function in a normal way. But when confidence is destroyed, aggressive solicitation for business gives way to hesitation, to non-action and to fear.

These are matters for the solemn consideration of every individual mill executive. Recently the industry witnessed examples of constructive merchandising that are deserving of the highest praise. Several mills and selling houses refused to become stampeded by the sudden break in print cloths from a level already below cost of production. I have especially in mind one house that gave notice that its lowest price on 5.35 64x60 was 3¼ cents and immediately recommended to its mills that they increase curtailment so as to prevent an accumulation of

stocks while goods were being sacrificed. That is what I call leadership and that is the particular kind of leadership under present conditions that is most needed. It is the type of leadership that should be widely followed as nothing else will make a greater or quicker contribution to market stability.

No mill executive requires stimulation of leadership to refrain from selling below cost. If he doesn't know his cost he has defaulted on one of his first obligations to his stockholders. If he has a cost method that neglects inevitable items of cost his ignorance is inexcusable; he has his head in the sand; if he has an adequate cost system and persists in selling below cost, his action is even more inexcusable. The destructive practice of accepting prices which work out only a trifle better than the care and maintenance of an idle mill is today understood and appreciated by more mill executives than ever before. The education has been painful but a growing recognition of the dissipation of assets involved in this policy will certainly result in sounder conditions for the industry.

As much as I dislike to introduce anything but a cheerful note into the discussions of this convention, I, nevertheless, feel that these principles are fundamental and deserving of constant repetition whenever mill executives are gathered together. But I am not discouraged. I still have the greatest confidence in the ability and judgment of a great majority of our cotton mill executives. Moreover there is a constantly growing number who are turning to co-operation as the best, if not the only, way to solve our common problems. Despite the economic perplexities that have tried the souls of men in all industries for two years or more, I for one believe that our cotton industry will be among the first to see and to enjoy the light of day.

Why *Caro-Gant* is an achievement

A natural and most effective adhesive for Warp Dressing finally yields to ingenious and persistent research. The difficulty in the past of preparing uniform mixtures with this adhesive colloid . . . which put its use beyond the reach of the average mill . . . has been successfully overcome in *Caro-Gant*.

Caro-Gant is 100% pure, contains no water or other inert vehicles. It is primarily the "efficiency-engineer's" sizing assistant—economical, convenient and above all most effective. Just *Caro-Gant* and tallow or soluble tallow—nothing more!

Caro-Gant in the slasher sets the *standard* for clean looms, quality cloth and weave-production.

Send for free reprints on Gum Caroban by R. Hart; on Sulfonated Oils by Prof. A. H. Grimshaw; and other articles.

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One (1) barrel
Caro-Gant replaces
three (3) barrels sizing
compound plus one (1)
barrel tallow. Let our
demonstrators prove it
to you. No obligations.

THOMAS A. WRIGHT

Charlotte—Thomas A. Wright, 53, died Tuesday morning at his home on Brown avenue here.

Mr. Wright formerly was superintendent and general manager of the Bolton yarn mills at Bolton, Texas, and was also well known as a textile man in this State.

Japanese Consumption Of Cotton Accelerated

American cotton consumption by Japanese spinners "is being maintained at a high rate and will doubtless continue at this level for several months," according to cabled advices from Japan received by the New York Cotton Exchange Service. "Sales of yarn and cloth during the past two or three weeks," it was stated, "have been above production and mill margins are sufficient to warrant a continuance of high production of goods." The consumption statistics, according to the Service, currently reflect actual spinning of large supplies of American accumulated in past months at Oriental ports and now moving to the mills.

The Service's advices from other manufacturing centers are less encouraging, however. They note, besides small domestic business and narrowing mill margins, a downward trend in mill activity in Lancashire and failure of expected improvement in the industry on the Continent due to intense competition as tariffs force mills to depend on home markets.

Exports of American Cotton Yarn

United States exports of cotton yarn in 1931 amounted to 14,271,880 pounds, with a value of \$6,217,723, a decrease of 3,858,883 pounds and \$3,641,192 when compared with the preceding 12 months and 13,219,332 pounds and \$9,307,724 when compared with 1929. In 1931 carded yarn, not combed, accounted for 47.5 per cent of the total yarn imports; combed, mercerized for 45.3 per cent; and combed, not mercerized, 7.2 per cent. Argentina, the leading market, took about 35.2 per cent of the 1931 total, as compared with 41.6 per cent in 1930 and 44.7 per cent in 1929. Canada, the second leading market, took 3,197,056 pounds in 1929, 2,554,056 in the following year and 2,523,144 pounds in 1931. Colombia ranked third in 1931, with 1,199,083 pounds, followed by Cuba with 1,171,865, Uruguay, 1,048,088, and the United Kingdom, 661,658.

INDEX TO ADVERTISERS

Where a — appears opposite a name it indicates that the advertisement does not appear in this issue.

| | Page | | Page |
|--------------------------------------|------|---------------------------------------|------|
| Akron Belting Co. —A— | — | Howard Bros. Mfg. Co. — | 36 |
| Aktivin Corp. — | — | Howard-Hickory Co. — | 29 |
| American Moistening Co. — | — | Hunt, Rodney Machine Co. — | — |
| Arabol Mfg. Co. — | — | Hygrolit, Inc. — | 22 |
| Ashworth Bros. — | — | —J— | — |
| Associated Business Papers, Inc. —B— | 35 | Johnson, Chas. B. — | — |
| Bahnson Co. — | — | —K— | — |
| Baily, Joshua L. & Co. — | 28 | Keever Starch Co. — | 24 |
| Barber-Colman Co. — | — | —L— | — |
| Barkley Machine Works — | — | Lavonia Mfg. Co. — | — |
| Borne, Scrymser Co. — | — | Lockwood Greene Engineers, Inc. — | — |
| Briggs-Shaffner Co. — | 27 | —M— | — |
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| Buffalo Electro Chemical Co., Inc. — | 11 | bestos Manhattan, Inc., The — | — |
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| Crompton & Knowles Loom Works — | — | Perkins, B. F. & Son, Inc. — | 13 |
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Callaway Stresses Economic Importance of Cotton

(Continued from Page 6)

I cannot close this paper without referring to two factors which lie very close to my own deepest interest. The first of these is the spirit of co-operation and encouragement that exists among the members of our Association. The fiendly support which has been given me by all of you during the past year in the administration of official duties and otherwise, will remain long a pleasant spot in my memory. Also do I value the able assistance of our secretary, Mr. McLaurine. The other factor is the continued welfare and progress of our people, the employees in our mills, the citizens of our communities. If we cannot avoid some sense of responsibility for the state of the Southern cotton farmer, much more must we realize that the development and standard of living attained by our workers and their families during the past twenty years must be in the future, as in the past, a matter of care and concern to us. Economizing there must be, but no falling down or going back. Whatever may be the issue of these conditions that face us, as an industry or as a people, let us work together at the problems, and share together the rewards of victory. So will we justify the vision and faith of those who have built for us, and hand down to those who come after, some evidence of worthy endeavor.

Marketing Textiles

(Continued from Page 10)

point of view. In this industry, as in some others, this basic fact is too often neglected.

My conclusion, therefore, is that each company should thoroughly diagnose its own problems to ascertain wherein it is adhering to an antiquated point of view and how it should alter its methods to meet changed conditions. A single company may be powerless to remedy the general situation, but if each mill undertake its own house-cleaning task the general effect will be a great improvement. It is only by such an approach as this that we can hope to operate our industries successfully under private ownership. We must have a broad, generous point of view as well as individual efficiency in order to preserve our industrial civilization.

Bedsread Group Meets

The bedsread group in the Cotton-Textile Institute at a meeting on Thursday in New York discussed the statistical position of bedsreads and brought out the fact that mills have been successful in avoiding overproduction during the past several months. Stocks are at conservative levels and it was evident that manufacturers will continue to give close attention to the question of avoiding overproduction.

R. W. Bennet, of Bliss, Fabyan & Co., Inc., chairman of the group, appointed the following to constitute a committee for securing more complete knowledge concerning statistics: A. A. Van Bibber, Clarence Whitman & Sons Co.; J. B. Yates, Burlington Mills; and W. A. Barden, Cannon Mills.

It was unanimously recommended that terms in the sale of bedsreads of 2 per cent 10 days, 60x, f.o.b. mill, be strictly adhered to, all invoices to be dated from date of shipment.

SUPERINTENDENTS AND OVERSEERS

We wish to obtain a complete list of the superintendents and overseers of every cotton mill in the South. Please fill in the enclosed blank and send it to us.

_____, 193____

Name of Mill _____

Town _____

____ Spinning Spindles _____ Looms.

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____ Carder

____ Spinner

____ Weaver

____ Cloth Room

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COTTON GOODS

New York.—There was no relief from the slow conditions in the cotton goods markets last week. Most observers thought that the market showed a somewhat better tone due to hope of an early adjustment of financial conditions. Buyers, however, continued to hesitate and were interested only in small supplies. A good deal of inquiry and some offers of print cloth business from July to September was noted, but most mills were unwilling to sell for forward deliveries at the current prices.

The print cloth business done included 80 squares, some at $4\frac{1}{4}$ cents for spots, later deliveries applying in a few quarters at the higher prices. Operations also involved small amounts of up to 2,000 pieces of 68x72s at $3\frac{1}{2}$ cents, which could not be broken down. Nor did the buyers who came in cover on 64x60s at less than 3 cents, while ordering moderately of 60x48s at $2\frac{5}{8}$ cents.

Comparatively little was done on narrow sheetings, whose prices held steady on the one to three or four-bale lots that were taken. The bag and converting trades were not in again inquiring for more important amounts of yardage.

Concessions applied on carded broadcloths, with 112x80s sold at $4\frac{5}{8}$ cents, the 100x60s at $4\frac{1}{8}$ cents and 90x60s easier to find at 4 cents. A few sales were made at these lower prices, applied to nearby goods.

A good deal of curtailment is talked of in the fine goods market. This is forcing buyers to get acquainted with the situation to be able to keep on getting approximately the quality fabrics they are accustomed to run. As a number dispose of their stock yardage they take heart by quoting what the goods appear to be worth with the idea of making it easier for those who have a little left to get their prices with less exertion.

Cotton goods prices were as follows:

| | |
|-------------------------------------------|--------------------|
| Print cloths, 38-in., 64x60s | 25 $\frac{1}{8}$ |
| Print cloths, 27-in., 64x60s | 25 $\frac{1}{8}$ |
| Gray goods, 38 $\frac{1}{2}$ -in., 64x60s | 6 $\frac{1}{4}$ |
| Gray goods, 39-in., 80x80s | 45 $\frac{1}{8}$ |
| Gray goods, 39-in., 68x72s | 33 $\frac{3}{4}$ |
| Brown sheetings, 31yard | 5 $\frac{1}{8}$ |
| Brown sheetings, 4-yard, 56-60s | 4 $\frac{1}{2}$ |
| Brown sheetings, standard | 5 $\frac{1}{2}$ |
| Tickings, 8-ounce | 11 |
| Denims | 9 $\frac{1}{2}$ |
| Dress gingham | 9a10 $\frac{1}{2}$ |
| Standard prints | 6 $\frac{1}{4}$ |
| Staple gingham | 6 |

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YARN MARKET

Philadelphia, Pa.—Yarn trade continued slow and irregular last week. Prices showed a wide variation. The trade was disturbed by reports of stock yarns that were available under market prices, even though the latter were not firmly established. A good deal of business was said to be hanging fire between the buyers and spinners because of inability to get together on prices. The volume of business has been so small recently that cheap sales of distressed yarn have been making the market prices. Increased curtailment is reported among the spinners. The price level was about the same as the previous week. Quotations did not go lower than were previously quoted. Neither did they show any tendency to go higher.

The long deferred seasonal business which might be reasonably expected to be offered now, on the brink of the first of the summer months, seems still as far in the future as three months ago.

And there is heard the fear that the light consumption of cotton is giving the market for the raw fiber so little support that recessions, rather than even an approach to steadiness, seem always in the minds of buyers, for when an offer of a price is received it represents a shading from the last previous price.

That there is some business in carded yarns for the knitting trades waiting to be entered on the books of spinners no one doubts. It is evident in revelations of no yarn reserves in consuming mills and the fact some of these concerns are taking on a few orders.

There is no sign of an upturn in yarn or cotton values in the recognized markets. Local yarn factors feel they will do well if they can stabilize their rates at the prevailing levels. To do this, they rely on spinners keeping down their production of sale yarns. It is indicated that spinners of sale yarns are fully aware of subnormal manufacturing conditions throughout the country. Most of them are curtailing and it is likely that output will be further reduced. Many of them have good orders on hand, but are not receiving specifications.

| | | | |
|-------------------------------------|-----|-----------------------------------|-----|
| Southern Single Warps | | 40s | 25 |
| 10s | 13 | 40s ex. | 28 |
| 12s | 13½ | 50s | 32 |
| 14s | 14 | 60s | 36 |
| 16s | 14½ | Duck Yarns, 3, 4 and 5-ply | |
| 20s | 15 | 8s | 13 |
| 26s | 18 | 10s | 13½ |
| 30s | 19 | 12s | 14 |
| Southern Two-Ply Chain Warps | | 16s | 15 |
| 8s | 12½ | 20s | 16 |
| 10s | 13 | Carpet Yarns | |
| 12s | 13½ | Tinged Carpet, 8s, 3 and 4-ply | 11½ |
| 16s | 15 | Colored Strips, 8s, 3 and 6-ply | 14 |
| 20s | 16½ | White Carpet, 8s, 3 and 4-ply | 12½ |
| 24s | 17½ | Part Waste Insulating Yarn | |
| 30s | 19½ | 8s, 1-ply | 11 |
| 36s | 25 | 8s, 2, 3 and 4-ply | 11 |
| 40s | 26 | 10s, 1-ply and 3-ply | 12½ |
| 40s ex. | 28½ | 12s, 2-ply | 13 |
| Southern Single Skeins | | 16s, 2-ply | 14 |
| 8s | 12½ | 20s, 2-ply | 14½ |
| 10s | 13 | 26s, 2-ply | 17 |
| 12s | 13½ | 30s, 2-ply | 18½ |
| 14s | 14 | Southern Frame Cones | |
| 16s | 14½ | 8s | 13 |
| 20s | 15 | 10s | 13 |
| 26s | 18 | 12s | 13½ |
| 30s | 19 | 14s | 14 |
| 30s ex. | 20½ | 16s | 14½ |
| Southern Two-Ply Skeins | | 18s | 15 |
| 8s | 12½ | 20s | 15½ |
| 10s | 13 | 22s | 16½ |
| 12s | 13½ | 24s | 17½ |
| 14s | 14 | 26s | 18½ |
| 16s | 14½ | 28s | 19 |
| 20s | 15 | 30s | 19 |
| 26s | 18 | 30s | 18½ |
| 30s | 19 | | |

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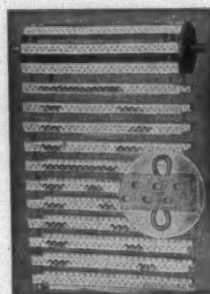
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GREENSBORO LOOM REED CO., Phone 5071, Greensboro, N. C. Geo. A. McFetter, Mgr., Charlotte, N. C. Phone 4255, E. J. McFetter, Supt., E. A. Hill, representative, 238 Oakland Ave., Spartanburg, S. C.

GILL LEATHER CO., Salem, Mass. Sou. Reps.: Ralph Gossett, 904 Woodside Bldg., Greenville, S. C.; Hammer & Kirby, Gastonia, N. C.; Belton C. Plowden, Griffin, Ga.

GOODYEAR TIRE AND RUBBER CO., INC., THE, Akron, Ohio, Sou. Reps.: W. C. Killick, 205-207 E. 7th St., Charlotte, N. C.; P. B. Eckels, 141 N. Myrtle Ave., Jacksonville, Fla.; Boyd Arthur, 713-15 Linden Ave., Memphis, Tenn.; T. F. Stringer, 500-6 N. Carrollton Ave., New Orleans, La.; E. M. Champion, 709-11 Spring St., Shreveport, La.; Paul Stevens, 1609-11 First Ave. North, Birmingham, Ala.; B. S. Parker, Jr., Cor. W. Jackson and Oak Sts., Knoxville, Tenn.; E. W. Sanders, 209 E. Broadway, Louisville, Ky.; H. R. Zierach, 1226-31 W. Broad St., Richmond, Va.

HALTON'S SONS, THOS., "C" and Clearfield, Philadelphia, Pa. Sou. Rep.: Dennis J. Dunn, P. O. Box 1261, Charlotte, N. C.

HART PRODUCTS CORP., 1440 Broadway, New York City, Sou. Reps.: Chas. C. Clark, Box 274, Spartanburg, S. C.; Samuel Lecher, Box 265, Spartanburg, S. C.; W. G. Shulz, Box 925, Greenville, S. C.; O. T. Daniel, Textile Supply Co., 30 N. Market St., Dallas, Tex.

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HEKMAS MACHINE CO., Hawthorne, N. J. Sou. Rep.: Carolina Specialty Co., P. O. Box 520, Charlotte, N. C.

HINDE & DAUGH PAPER CO., THE, Sandusky, Ohio, Sou. Office, Plant and Reps.: P. O. Box 1538, Richmond, Va.; S. K. Taylor, Mgr. C. A. Van Wagoner, Sou. Rep., Hotel Robert E. Lee, Winston-Salem, N. C.

HOUGHTON & CO., E. F., 240 W. Somerset St., Philadelphia, Pa. Sou. Reps.: J. M. Keith, 526 Rhodes-Haverty Bldg., Atlanta, Ga.; Jas. A. Brittain, 1028 Comer Bldg., Birmingham, Ala.; Porter H. Brown, P. O. Box 656, Chattanooga, Tenn.; H. J. Waldron and D. O. Wylie, P. O. Box 463, Greensboro, N. C.; R. J. Maxwell, P. O. Box 1241, Greenville, S. C.; F. A. Giersch, 418 N. 3rd St., St. Louis, Mo., for New Orleans, La.

HOWARD BROS. MFG. CO., Worcester, Mass. Sou. Office and Plant: 244 Forsyth St., S.W., Atlanta, Ga.; Guy L. Melcher, Mgr. Sou. Reps.: E. M. Terryberry, 208 Embassy Apts., 1613 Harvard St., Washington, D. C.; Guy L. Melcher, Jr., Atlanta Office.

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ISELIN-JEFFERSON CO., 328 Broadway, New York City, Sou. Reps.: C. F. Burney, 5631 Willis Ave., Dallas, Tex.; E. C. Malone, 1013 Glenn Bldg., Atlanta, Ga.

JOHNSON, CHAS. B., Paterson, N. J. Sou. Rep.: Carolina Specialty Co., Charlotte, N. C.

KEEVER STARCH CO., Columbus, Ohio, Sou. Office: 1200 Woodside Bldg., Greenville, S. C.; Daniel H. Wallace, Sou. Agent. Sou. Warehouses: Greenville, S. C.; Charlotte, N. C.; Burlington, N. C. Sou. Rep.: Claude B. Her, P. O. Box 1383, Greenville, S. C.; Luke J. Castle, 2121 Dartmouth Place, Charlotte, N. C.; F. M. Wallace, 2027 Morris Ave., Birmingham, Ala.

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LOCKWOOD-GREENE ENGINEERS, INC., 100 E. 42nd St., New York City, Sou. Office: Montgomery Bldg., Spartanburg, S. C.; R. E. Barnwell, V. P.

MANHATTAN RUBBER MFG. DIVISION OF RAYBOST-MANHATTAN, INC., Passaic, N. J. Sou. Offices and Reps.: The Manhattan Rubber Mfg. Div., 1108 N. Fifth Ave., Birmingham, Ala.; Alabama-Annisston, Anniston Hdw. Co. Co.; Birmingham, Crandall Eng. Co. (Special Agent); Birmingham, Long-Lewis Hdw. Co.; Gadsden, Gadsden Hdw. Co.; Huntsville, Noolin Hdw. & Supply Co.; Tuscaloosa, Allen & Jenson Co.; Montgomery, Teague Hardware Co. Florida-Jacksonville, The Cameron & Barkley Co.; Miami, The Cameron & Barkley Co.; Tampa, The Cameron & Barkley Co. Georgia-Atlanta, Atlanta Belting Co.; Augusta, Bearing Parts & Supply Co.; Columbus, A. H. Watson (Special Agent); Macon, Bibb Supply Co.; Savannah, D. DeTreville (Special Agent); Kentucky-Ashland, Ben Williamson & Co.; Harlan, Kentucky Mine Supply Co.; Louisville, Graft-Pelle Co.; North Carolina-Charlotte, Matthews-Morse Sales Co.; Charlotte, Charlotte Supply Co.; Fayetteville, Huske Hdw. House; Gastonia, Gastonia Belting Co.; Goldsboro, Dewey Bros.; High Point, Beeson Hdw. Co.; Lenoir, Bernhard-Seagle Co.; Wilmington, Wilmington Iron Works; Winston-Salem, Kester Machinery Co. South Carolina-Anderson, Sullivan Hdw. Co.; Charleston, The Cameron & Barkley Co.; Columbia, Columbia Supply Co.; Greenville, Sullivan Hdw. Co.; Sumter, Sumter Machinery Co. Tennessee-Chattanooga, Beiting & Supply Co.; Johnson City, Summers Hdw. Co.; Knoxville, W. J. Savage Co.; Nashville, Buford Bros., Inc. Service Rep.: J. P. Carter, 62 North Main St., Greer, S. C. (Phone 188). Salesmen: H. W. Blair, 2340 Westfield Road, Charlotte, N. C.; E. H. Olney, 101 Gertrude St., Alta Vista Apts., Knoxville, Tenn.; C. F. Shook, Jr., 1031 North 30th St., Birmingham, Ala.

MARSTON CO., JOHN F., 247 Atlantic Ave., Boston, Mass. Sou. Rep.: C. H. Ochs, Hotel Charlotte, Charlotte, N. C.

MATHIESON ALKALI WORKS, INC., 250 Park Ave., New York City, Sou. Plant, Saltville, Va., E. A. Hault, V-Pres. Sou. Office: First Nat'l Bank Bldg., Charlotte, N. C.; Fred C. Tilson, Mgr. Sou. Reps.: E. M. Murray, E. M. Rollins, Jr., J. W. Ivey, B. T. Crayton, Charlotte Office; R. G. Staple, Box 483, Chattanooga, Tenn.; Z. N. Holler, 208 Montgomery St., Decatur, Ga.; J. W. Edmiston, Box 570, Memphis, Tenn.; V. M. Coates, 807 Lake Park, Baton Rouge, La.; T. J. Boyd, Adolphus Hotel, Dallas, Tex.

MAUNEY STEEL CO., 237 Chestnut St., Philadelphia, Pa. Sou. Reps.: Aubrey Mauney, Burlington, N. C.; Don L. Hurlburt, 511 James Bldg., Chattanooga, Tenn.

MERROW MACHINE CO. THE, 8 Laurel St., Hartford, Conn. Sou. Reps.: E. W. Hollister, P. O. Box 563, Charlotte, N. C.; R. B. Moreland, P. O. Box 895, Atlanta, Ga.

MORTON MACHINE WORKS, Columbus, Ga. Sou. Rep.: Carolina Specialty Co., Charlotte, N. C.

NATIONAL ANILINE & CHEMICAL CO., INC., 40 Rector St., New York City, Sou. Office & Warehouse: 201 W. First St., Charlotte, N. C.; W. H. Willard, Mgr. Sou. Reps.: J. I. White, W. H. Barker, G. E. Blakely, Charlotte Office; J. T. Chase, Americana Savgs. Bk. Bldg., Atlanta, Ga.; H. A. Rodgers, 910 James Bldg., Chattanooga, Tenn.; J. E. Shuford, Jefferson St. Life Bldg., Greensboro, N. C.; E. L. Pemberton, 342 Dick St., Fayetteville, N. C.

NATIONAL OIL PRODUCTS CO., Harrison, N. J. Southern Reps.: R. B. MacIntyre, Hotel Charlotte, Charlotte, N. C.; G. H. Small, 410 Sixth St., N.E., Atlanta, Ga.; Warehouse, Chattanooga, Tenn.

NATIONAL RING TRAVELER CO., 257 W. Exchange St., Providence, R. I. Sou. Office and Warehouse: 131 W. First St., Charlotte, N. C. Sou. Reps.: L. E. Taylor, Charlotte Office; C. D. Taylor, Sou. Agent, Gaffney, S. C.; Otto Pratt, Gaffney, S. C.; H. L. Lanier, Shrumm, Ala.; Roy S. Cismmond, 526 W. Peachtree St., Atlanta, Ga.

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son, Sou. Dist. Mgr. Sou. Warehouses: Charlotte,
N. C., Spartanburg, S. C., New Orleans, La., At-
lanta, Ga., Greenville, S. C.

OAKITE PRODUCTS, INC., New York, N. Y.
Sou. Div. Office and Warehouse, Atlanta, Ga., L.
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Augusta, Ga.; R. H. Bailey, Memphis, Tenn.; H. J.
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La.; W. A. McBride, Richmond, Va.; P. F. Wright,
Chattanooga, Tenn.; J. C. Leonard, Div. Mgr., St.
Louis, Mo.; W. B. Mix, Dallas, Tex.; C. A. Ormsby,
Indianapolis, Ind.; G. C. Polley, Houston, Tex.; H.
J. Steeb, St. Louis, Mo.; G. W. Tennyson, Peoria,
Ill.; B. C. Browning, Tulsa, Okla.; R. M. Brown-
ing, Kansas City, Mo.; H. Bryan, Oklahoma City,
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PERKINS & SON, INC., B. F., Holyoke, Mass.
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Tenn.; Montgomery & Crawford, Spartanburg, S.
C.; Sullivan Hdw. Co., Anderson, S. C.; Noland
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Warehouse, Greenville, S. C. Sou. Reps.: W. T.
Smith, Box 349, Greenville, S. C.; I. G. Moore, 301
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Ala.; Miller-Lenfesty Supply Co., Tampa, Miami
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SOUTHERN SPINDLE & FLYER CO., Charlotte,
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Sou. Office and Warehouse: 552 Murphy Ave., S.W.,
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TEXTILE-FINISHING MACHINERY CO., THE,
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Charlotte, N. C., H. G. Mayer, Mgr.

U S ROBBIN & SHUTTLE CO., Manchester, N.
H. Sou. Plants: Monticello, Ga. (Jordan Division);
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Bldg., Charlotte, N. C.

U. S. RING TRAVELER CO., 189 Aborn St.,
Providence, R. I. Sou. Reps.: Wm. P. Vaughan,
Box 752, Greenville, S. C.; O. B. Land, Box 4,
Marietta, Ga. Stocks at: Textile Mill Supply Co.,
Charlotte, N. C.; Charlotte Supply Co., Charlotte,
N. C.; Gastonia Mill Supply Co., Gastonia, N. C.;
Carolina Mill Supply Co., Greenville, S. C.; Sulli-
van Hdw. Co., Anderson, S. C.; Fulton Mill Supply
Co., Atlanta, Ga.; Young & Vann Supply Co., Bir-
mingham, Ala.

VEEDER-ROOT, INC., Hartford, Conn. Sou.
Reps.: W. A. Kennedy Co., Johnston Bldg., Char-
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Court, Charlotte, N. C.

VICTOR RING TRAVELER CO., Providence, R.
I. Sou. Offices and Warehouses: 615 Third National
Bank Bldg., Gastonia, N. C. A. B. Carter, Mgr.;
520 Angier Ave., N.E., Atlanta, Ga., B. F. Barnes,
Mgr. Sou. Reps.: B. F. Barnes, Jr., Atlanta Office;
A. D. Carter and N. H. Thomas, Gastonia Office.

VISCOSE CO., Johnston Bldg., Charlotte, N. C.,
H. Wick Rose, Mgr.

WHITIN MACHINE WORKS, Whittinsville, Mass.
Sou. Offices: Whittin Bldg., Charlotte, N. C., W.
H. Porcher and R. I. Dalton, Mgrs.; 1317 Healey
Bldg., Atlanta, Ga. Sou. Reps.: M. P. Thomas,
Charlotte Office; I. D. Wingo and C. M. Powell,
Atlanta Office.

WHITINSVILLE SPINNING RING CO., Whittin-
ville, Mass. Sou. Rep.: Webb Durham, 3039 East
Fifth St., Charlotte, N. C.

Sales Are Small

"Our sales for the week are smaller than last week, which is due in part to our unwillingness to meet the market on certain constructions, such as 64-60s at 3 cents, as well as distressingly low prices on some of the other standard constructions. It does seem that prices are low enough to begin to attract investment buying of merchandise, provided almost anything of a constructive nature could be announced; and, in this connection, we are hopeful that the new committee headed by Owen D. Young and other prominent industrial leaders and bankers will begin to improve the general state of mind," the Hunter Manufacturing and Commission Company reports.

"While we had a fair business on certain constructions of prnit cloths and specialties, there was no particular feature in the total volume placed during the week. A fair business was done on sheetings and drills and certain constructions of colored goods. There have also been a few large inquiries in the market for late contracts but mills are unwilling to meet the current low prices on late deliveries.

"We are very hopeful that, as a result of National Cotton Week, retail sales of cotton goods will make a fair showing and that this will be felt in the primary market next week. While we have had some improvement in the weather, which is most essential for retail trade, it is still too cold to stimulate sales of cotton dresses, etc."

Spinning Shows Sharp Decline

Washington, May 20.—The cotton spinning industry was reported today by the Census Bureau to have been operated during April at 70.7 per cent capacity, on a single shift basis, compared with 90.1 per cent in March this year and 94.3 per cent in April last year.

Spinning spindles in place April 30 totalled 31,945,750 of which 23,409,246 were active at some time during the month, with the average, on a single shift basis, being 22,591,680, compared with 32,024,032; 24,818,008 and 28,843,803 for March this year and 33,057,118; 26,645,404 and 31,172,123 for April last year.

Active spindle hours for April totalled 5,194,900,425 of an average of 163 hours per spindle in place, compared with 6,954,530,464 and 217 for March this year and 7,128,752,785 and 216 for April last year.

Statistics for cotton-growing States follow:

Spinning spindles in place April 30 totalled 19,131,154 with those active during April totalling 16,596,850, compared with 19,127,628 and 16,994,714 for March thsi year and 19,107,402 and 17,119,202 for April last year.

Active spindle hours 4,121,881,832, or an average of 215 hours per spindle in place, compared with 5,282,001,700 and 276 for March this year and 5,024,564,994 and 216 for April last year.

Active spindle hours and the average per spindle in place for cotton-growing States in April were:

Georgia, 699,749,126 and 211; Mississippi, 38,355,834 and 182; North Carolina, 1,164,322,201 and 188; South Carolina, 1,395,069,536 and 245; Tennessee, 151,389,990 and 246; Texas, 37,504,769 and 133; Virginia, 141,108,472 and 208.

Restrictive Legislation Blamed for Removal Of Mass. Mills

Boston. — Restrictive legislation, high taexs and higher wages than competing mills in the South are the principal factors which have finally caused the loss of Massachusetts' leadership in cotton industry, declared officials of National Association of Cotton Manufacturers in commenting on a Washington news dispatch showing North Carolina now has the largest number of cotton spindles.

The figures show North Carolina has 6,192,322 spindles in place, Massachusetts 6,175,664.

"The decline in operations in Massachusetts began following the war," said the textile men here. "In 1919 the State passed a law limiting hours of labor of women and children to 48 hours a week and prohibiting night work for women and minors. The effect of this was seen after the close of the war and the abnormal demand which existed during wartime had subsided.

"Although most of the textile communities have in the past few years endeavored to co-operate with mills in the matter of taxation, nevertheless rates and valuations are higher than those in many other sections of the country. Since 1923 the number of mills liquidatin gor moving from Massachusetts total 56, with a capital of \$83,240,500 and tax value of \$112,333,501, on which the tax paid amounted to \$3,077,510 annually. As a result approxmately 57,000 employees lost their obs."

Report of Secretary McLaurine

IN his report at the annual meeting of the American Cotton Manufacturers' Association, W. M. McLaurine, Secretary, said in part:

BOARD OF GOVERNMENT MEETING

While we have had during the year only one executive board meeting, which was held in Charlotte January 19th, at which time many matters of importance were discussed and lines of action planned, the president and this office have kept in close contact with the other officials, including the board and the various committees. It is unnecessary for me to recount all of the activities initiated by the President because all of the members are thoroughly familiar with his efforts.

However, it is perhaps apropos to suggest that the Association, through the President, made a most intense effort to impress upon the farmers and ginners the importance of wrapping their bales in cotton bagging. While there were many complications involved, due to the fact cotton is not sold on a net weight basis, yet we feel safe in saying that many thousands yards of cotton bagging were consumed in this effort.

The President also sent out letters urging the use of cotton uniforms, cotton belting for machinery use, etc.

NATIONAL COMMITTEE

The National Council of American Cotton Manufacturers, after being in existence for approximately eighteen years, has been dissolved by the action of our Association, in revising the constitution. This action was taken in the belief that legislative matters can best be handled by both the American and National Associations, independently or jointly, as their separate and mutual interests may appear in each emergency.

We have set up a National Committee that is empowered to act with representatives of the National Association, or other textile organizations, in such manner as may appear desirable from time to time; and to act independently for the Association in matters of national scope and importance whenever it deems such action desirable. The committee is instructed to consider each problem on its own individual merits, and failure to agree or continue to agree with other co-operating organizations on one or more questions need not prevent co-operative effort on others.

NATIONAL LEGISLATION

The report on National Legislation will be emphasized by the chairman of this committee. It may be apropos to say that we have done what we could in presenting our views to the various committees of the National Congress on the tax question, on the La Guardia Bill, on the Bill by Congressman Fulmer, establishing net weight basis for selling cotton, and other bills.

The President and your Secretary made a special trip to Washington to confer with various Senators and Congressmen and the Department of Agriculture relative to some action that might be taken to secure an adequate tariff on jute and jute products.

PRODUCTS ARBITRATION BOARD

Last year our Association, the Cotton-Textile Institute and other associations took up the question of a more comprehensive provision for conciliation, mediation and arbitration in the cotton textile industry, and after some preliminary meetings a council was formed with the joint approval of the following participating organizations:

The Cotton-Textile Institute, Inc., the National Association of Cotton Manufacturers, the American Cotton Manufacturers' Association, the Association of Cotton

Textile Merchants of New York, the Textile Converters' Association, the National Association of Finishers of Cotton Fabrics.

This Arbitration Council began functioning the early part of 1931, and its services are available to any one connected with the industry.

Robert Lassiter still represents us and will report the activities of this board later in the morning.

COTTON COMMITTEE

Our Cotton Committee has been very active in the conduct of the Arbitration Board, in the establishment and interpretation of the rules governing the buying and selling of raw cotton, and this year in particular, in May, when the International Cotton Standards were being reviewed in Washington, a very representative committee of our Association participated in reviewing and adopting these standards.

While, of course, it is impossible for a group of interests such as were in attendance at the Washington Conference to agree in every particular, it is the consensus of opinion by our committee and by those who have used the standards since their adoption that there is some slight improvement.

We feel that the activity of our Cotton Committee in its three-fold duties is of sufficient merit to demand the co-operation of all of our Southern mills.

Many people who accept the standards and arbitrations and cotton rules as mere matters of procedure are often unappreciative of the vast amount of careful technical and diplomatic work that has made these measures possible.

If time were available and Mr. Beattie, the Chairman of our Cotton Committee, could go into details of some of his conference work, or if A. W. Fisher, or Hamp Green, or any of the members of our Technical Subcommittee that attend the International Conference, could discuss with you the problems which they encountered in this conference our Association would be surprised and thoroughly appreciative of what they have done.

CHANGE IN COTTON CONTRACT

In November of the past year the New Orleans Cotton Exchange passed a measure establishing full premium on 15/16-inch and 1-inch staple to be delivered on contract, to become effective one year from date. This action was considered to be very detrimental to cotton manufacturing interests.

The same measure was sponsored on the New York Cotton Exchange and the passage of such a measure would have been costly and unfair to cotton manufacturers. Such a measure would lower the value of the present contract and increase the basis on 15/16-inch, and 1-inch and better cotton. It would raise the basis above a just level, by reason of the conditions governing the establishment of staple values on cotton to be delivered on contract. Staple values referred to are determined by taking the average basis on 15/16-inch and/or 1-inch on the spot markets designated by the Secretary of Agriculture.

The proposed activities of the Board of the New York Cotton Exchange was tabled indefinitely due to the activities of our Cotton Committee.

TRAFFIC DEPARTMENT

As we have stated before, we do not own and maintain a Traffic Department, but we have the benefits and experience and use of the Traffic Department owned by

Captain Smyth, V. M. Montgomery and W. E. Beattie. We have co-operated with Mr. Cunningham, who is in active charge of this department, rendering him whatever assistance he has asked for, and in return we have found him very appreciative of our problems.

Mr. Cunningham will outline to you his activities for the current year.

INDUSTRIAL AND PUBLIC RELATIONS

In the fields of public and industrial relations many of our members may feel that but little is done because there is no voluminous and specific reports made of such activities. It is our opinion that this work can best be done through indirection. To this end we have had opportunity of speaking to various civic clubs and other types of non-industrial organizations, we have had the pleasure of speaking to various industrial groups, connected with specific organizations in which we have honestly endeavored to portray the splendid philosophy of the men in charge of the mills.

We have tried to explain some of the problems that are vexing the mill managers and the absolute fairness with which they are working on them. If I may be pardoned for making a seemingly egotistical statement, I believe that very few secretaries make the personal contacts that your secretary does, and that everywhere he goes he endeavors to conscientiously carry the splendid ideals of the leaders of this industry.

This may seem to some of you as trivial and not worth mentioning, yet this constant meeting of people, this constant portrayal of our ideals among the public is sure to inform them in a way that cannot be done otherwise. If time were available I should like to recount one or two instances of what I mean in making this statement.

TEXTILE EDUCATION

It is my privilege each year to receive about three invitations to address college groups of young men. We think this is of value because it is the man on the outside trying to give to these young men who are coming out some idea of the real problems that they will meet. It mixes practicality with theory.

We are co-operating with The Arkwrights and the Southern Textile Association in carrying on their educational work and in particular their experimental work in endeavoring to improve manufacturing methods.

We have co-operated with the representatives of vocational education in two of our Southern States. We have had numerous letters from teachers, girls and boys in high school, relative to textile subjects. We have also had numerous letters from students in college, writing theses of various kinds. To these we have endeavored to supply the information desired.

We have many correspondents from magazines and the press that call on us either in person or by correspondence for information.

In all of these contacts we have seriously and conscientiously endeavored to give the information desired.

CONTRIBUTIONS

We are making a contribution to the National Industrial Conference Board of \$1,000.00. We made a contribution this year to the American Cotton Association and Better Farming Campaign of \$500.00. We have also given to The Arkwrights during the past year \$600.00. We also donated some money to the Cotton-Textile Institute in carrying on its advertising program. All of these donations were given under the direction of the board of government, but show still further the ramifications and interest and influence of the American Cotton Manufacturers' Association. These are but some of the high lights of our activities.

To try to go into specific details of daily routine and

local activities would consume far more time than your patience would permit. This has been a most strenuous year. Perhaps during no year in our lives have such prodigious problems arisen in our industry. While we have always conscientiously done everything within our power to promote the welfare of the members of our organization, we feel that we can truthfully say that during the year that is just ending we have never given so much time and energy and effort and consideration to our duties.

We have maintained a most cordial, co-operative working relation with The Cotton-Textile Institute, The National Association of Cotton Manufacturers, the various State associations, Government officials and others.

THANKS

In closing, I express my most sincere thanks to the President, the Vice-President, the Chairmen and members of the various committees, the Board of Government, our Traffic Manager and all members of this Association, because they have so graciously and cheerfully aided me with their advice and counsel.

I also express my appreciation to the officers and members of the various State associations and the allied associations for the splendid co-operative spirit that they have manifested and I sincerely trust that these pleasant associations will continue.

CONCLUSION

Now, if I may add a postscript I would like to appeal to the splendid spirit of every Southern cotton textile manufacturer and ask him, although economic conditions may be distressing, and although the horizon may seem dark, and although his mental and physical self may be thoroughly depleted because of the ravages of economic destruction, that faith shall not be lost and that confidence in himself and the great industry that he represents must not be shaken, and I would like further to impress upon every one that for thirty-six years the American Cotton Manufacturers' Association has been the great rallying ground, the great focal point, the great convention hall into which they could come and dispel all of these destructive features.

I sincerely believe that the worst has passed, that the financial situation is much improved and that although we may seem unconscious of any improvement, it is steadily and slowly approaching. I fully realize that at the present time, as we sit here in this hall, every threatening demon of legislation and international relations may be angrily menacing us, but I still have that abiding faith in American government, in American business, in American institutions as a whole, that will not let me lose hope.

During the last twenty years we have grown from a big world of slow communications to a little world of rapid and instantaneous communications. With our limited knowledge and our new phobias because of these conditions, we are unable at times to properly control ourselves. We are unable to interpret the millions of messages that din our ears daily, and yet there are those men who are directing our affairs, both governmental and industrial, who are safe and out of the changing cosmos are able to pick the path of security and they are doing it.

We are hoping that our new year will be able to see adjustments and plans that will bring back to us the confidence that we need so much. Therefore, we are pleading with every Southern mill man to take courage and fight on valiantly and not to lose his valuable contacts, chiefest of which is contact with the American Cotton Manufacturers' Association.

CLASSIFIED ADS.

Good Machinery At Bargain Prices

(Subject Prior Sale)

The following machinery located in North Carolina, all in good condition:

- 1 No. 7 Kitson Opener with Feeder.
- 1 40" Kitson Beater Breaker with screen section.
- 1 40" Kitson Intermediate with even-er.
- 1 40" Kitson Finisher, with even-er.
- 2 12x6 Woonsocket Slubbers, 60 spindles each.
- 4 10x5 Woonsocket Intermediates, 100 spindles each.
- 9 7x3½ Woonsocket Speeders, 160 spindles each.
- 32 Whitin Spinning Frames, 240 spindles each, 3¼" gauge, medium Whitin spindle, 1¾ and 1½" ring.
- 6 81" Stafford Sheeting Looms, automatic shuttle change.
- 18 90" Stafford Sheeting Looms, automatic shuttle.

All looms equipped with crinkle attachments for making spreads. Will be glad to have you inspect this equipment, or your inquiries for any other equipment you may need not listed above.

L. L. CLIPPARD
Textile Machinery, Equipment and
Supplies
Saluda, N. C.

THE RIGHT WAY TO TRAVEL
is by train. The safest. Most comfortable. Most reliable. Costs less. Inquire of Ticket Agents regarding greatly reduced fares for short trips.
SOUTHERN RAILWAY SYSTEM

COTTON MILL FOR SALE

8500 Spindles, 260 Looms, 360 H. P. New Diesel Engine, Brick Buildings, Good Tenant Houses, Good Labor Conditions. Exceedingly cheap—Good terms—Low Taxes. For further information write C. M., care Southern Textile Bulletin.

Revised Cotton Estimate Made

Washington, May 20.—Revised estimates of the 1931 cotton crop announced today by the Department of Agriculture place production at 17,096,000 bales of 500 pounds gross weight, and ginnings of 17,095,594 equivalent 500-pound bales, as reported by the Census Bureau, compared with 13,932,000 and 13,931,597 for the 1930 crop.

The area in cultivation July 1 last year was 41,189,000 acres and the area picked was 40,693,000 acres, compared with 46,078,000 and 45,091,000 for the 1930 crop.

The yield of cotton picked per acre was 201.2 pounds, compared with 147.7 pounds for the 1930 crop.

The acreage and yield estimates

for the United States are each about one-half of one per cent above the preliminary estimates made last December, an adjustment of one per cent in total production being necessary to make the estimate conform with the total quantity ginned.

The yield per acre of 201.2 pounds is the highest realized since 1914 when the yield was 209.2.

The department said deficient moisture or drought was responsible last year for only 8.3 per cent reduction in yield. Boll weevil damage in 1931, while somewhat greater than the previous year, was less than average and relatively unimportant.

Loss from boll weevils was reported at 8.3 per cent, compared with 5 per cent in 1930. Other climatic causes, including floods, frost, heat and hot winds contributed 3.5 per cent to the 1931 loss against 6.3 in 1930.

Cotton Rates Cut 20% For Two Months

Washington. — Southern railroads have been authorized by the Interstate Commerce Commission to make a maximum reduction of 20 per cent in rates on cotton from Mississippi River territory to and from points in southeastern and Carolina arteries, including Gulf and South Atlantic ports, Ohio River crossings and Southern Virginia destinations.

The reduction is intended to compete against competition offered by barge lines, motor trucks and steamship lines generally.

The reductions were authorized under a special permission allowing exemption from the requirements of the fourth section of the Interstate Commerce Act whereby rates on intermediate and non-competitive points will not be reduced.

The lower rates are scheduled to become effective about June 1 and will expire by limitation on August 1, 1932.

Urgent requests of mill interests in Southern territory for a reduction in the rates precipitated these cuts.

Durham Given Amy Contract for Socks

Philadelphia, Pa. — The Durham Hosiery Mills were awarded the Army contract to furnish 334,285 pairs of enlisted men's unbleached cotton socks, stocking type, sizes 10 to 12, at 5.19 cents per pair net. Bids were opened on May 4. There were eight other bidders.

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on any quality of paper and envelopes to match

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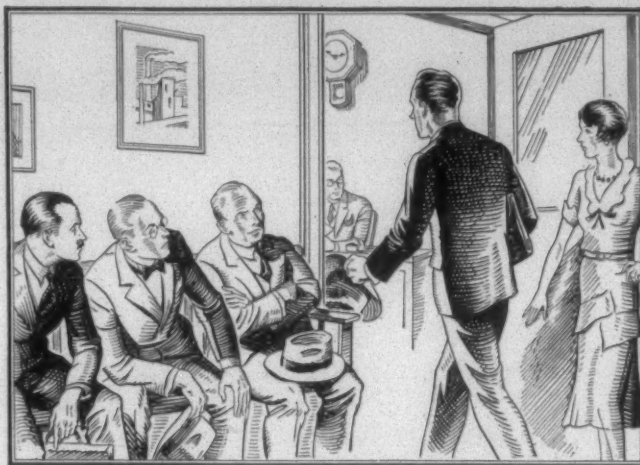
118 West Fourth St.

Phone 3-2972

Charlotte, N. C.

Here are the Crucial Minutes

*... which the
business paper
helps to save*



"Mr. Smith," calls the secretary. The first of a line of waiting salesmen, hurriedly collecting hat and sample case, enters the buyer's office.

A ground-glass door closes behind him. The other men shift, recross their legs and settle down to wait their turn. It won't be long now.

And it won't! For the average time given to salesmen is brief—heart-breakingly brief, sometimes. In retail stores it varies between 4 minutes in department stores and 21 minutes in furniture stores, with an average for all lines of 12 minutes per interview. In industrial concerns it is scarcely longer.

Yet within those few minutes every actual sale must be consummated. Here, within the walls of one room, across one desk, and in the space of a few hundred seconds are focused the entire efforts of management, produc-

tion, advertising—to stand or fall on the result of personal salesmanship. Here are the crucial minutes when a man must sell.

And because these selling minutes are so few, so precious, it is important to save them for actual selling, to free the hands of salesmen for the important work which can only be done face to face with the buyer.

It is here that the business paper is of untold value to the manufacturer. For it reaches in advance the man behind the ground-glass door. In its pages can be said beforehand everything that must be said as a preliminary to effective personal selling; to get introductions and explanations out of the way; to create friendships and reputations; to clear the decks for two-fisted selling.

Because the business paper of today deals so authoritatively and constructively with the problems of its industry, profession or trade, it not only passes through the ground-glass door, but it is read, thoroughly and attentively, by the man who constitutes the manufacturer's most important single objective. His interest makes the business paper the key to saving crucial selling minutes.

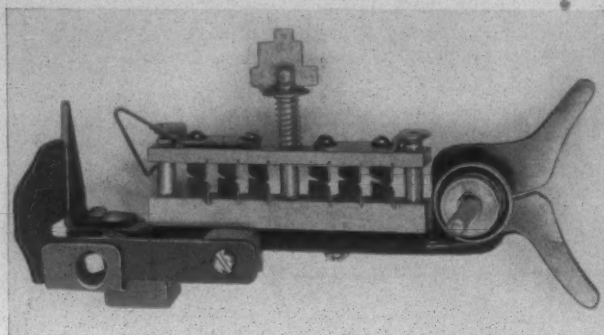


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TWO-NINETY-FIVE MADISON AVENUE · NEW YORK CITY



The New and Improved Eclipse Yarn Cleaner

You are looking at a picture of the "New and Improved Eclipse Yarn Cleaner." This small and sturdy device can be attached to most "Makes" of yarn winding machines. Its purpose is to remove "Trash" from cotton yarn which the carding process failed to remove. It cleans yarn cleaner than double carding and removes imperfections caused by bad spinning.

The Eclipse Yarn Cleaner is fast becoming standard equipment in many spinning plants. It automatically *insures* any spinning plant a "Finer and Better" product by making "Dirty and Trashy" yarn clean and "Clean" yarn *cleaner*.

Every spinner of SALE yarn should be equipped with "The Eclipse Yarn Cleaner."

On request our representative will call and give you complete information.



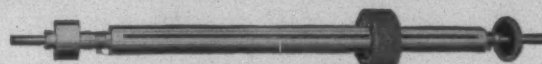
ECLIPSE TEXTILE DEVICES, INC.

Elmira, N. Y.

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YARN CLEANER

Your Cotton Production



Roy Improved Traverse Grinder



Roy Improved Roller Grinder

Much depends upon the start you give it. Roy Cotton Card Grinders will keep your cards in good condition continuously. Furnished singly or in sets of two Improved Traverse and one Improved Roller Grinder.

The investment is small; the return well worthwhile.



B. S. Roy & Son Co.

Established 1868

Worcester, Mass.

Of Interest to Every Mill Manager

United States Government Patent Office has granted and issued Patent No. 1,773,783 to Howard Bros. Mfg. Co., Worcester, Mass., covering its Card Clothing foundation.

Claims for this foundation:

- 1.—It resists stretching while in use so that when once on the card properly installed, it stays "put."
- 2.—It has greater tensile strength (by test) than any other foundation of similar manufacture.
- 3.—It supports the wire much more firmly owing to its make-up.

Note—Our cloths are manufactured in AMERICAN MILLS. Can your card clothing manufacturer make this statement?

Our Branch in Atlanta is the best equipped Service Shop in the South. Full lines of stock are carried on hand for immediate shipment. Flats and lick-ins on hand for loaning at all times.

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